Sun Country Health Region

ANNUAL REPORT

2003-2004

State-of-the-Art Digital X-Ray Equipment in use at Weyburn General Hospital

Vision

" A Healthy Community"

Mission

"To promote health and to respond to the needs of the community"

Goals

Health Services will be reasonably accessible and available to all the residents of the Region.

To increase the awareness of the health services provided by the Region.

To ensure the development of an education strategy that places greater emphasis on the wellness philosophy of health care including health promotion, the prevention of illness, health maintenance and the promotion of independent living.

To recruit, retain and develop the Region's Human Resources.

Provide an effective and comprehensive range of health services.

To be fiscally responsible.

To ensure regular assessment of the services provided in the Region.

LETTER OF TRANSMITTAL

The Honourable John Nilson
Minister of Health
Province of Saskatchewan
Legislative Building
REGINA, Saskatchewan
S4S 0B3

Dear Mr. Nilson

The Sun Country Regional Health Authority is pleased to provide you and the residents of the health region with its 2003-04 annual report.

This report provides the audited financial statements of the Region for the year ended March 31, 2004 as well as outlining the Region's activities and accomplishments for that period.

Sincerely,

Earl Kickley, Chair
Sun Country Regional Health Authority

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CEO & BOARD CHAIR MESSAGE

We would like to take this opportunity to thank the staff for their dedication and perseverance in making the many changes as beneficial as possible for our patients / clients. We would like to thank the public for their valuable input and support.

This report represents the end of one full year of operations as a Region. The Board and management have worked hard to develop our own unique identity which sets our Region apart as one of the leaders. Our priority has been to bring cohesion to a large Region by holding Board meetings in various geographic areas and seeking input from the public. As well, the Board and management have ensured a high profile in the Region by visiting all facilities and programs several times this year.

We are proud of our relationships with staff, unions and medical staff. The Board hosted meetings with the medical staff and the exchange of ideas will help us for the future.

With staff support, we have achieved many goals and objectives. We have established a capital planning process and are working with some communities to meet future needs. This is an important process as community support is necessary for successfully raising capital funds.

The Board has established Community Health Advisory Networks that will work in partnership with the Health Region to focus on healthy community planning, communicate information to the public, provide a voice for local residents in decisions related to health care and will foster an open, collaborative climate. The Board have encouraged communities to come together as a group on these networks, and they also continue to work with individual communities to establish other Networks.

The Board has also established a Communication/Education Committee to develop linkages between Communities, inform the public about the Health Region, develop a communication strategy that addresses the Region's role in meeting the needs of the community and catchment area, and increase public awareness about stressors in health care. Plans are being developed to meet with the public and share ideas.

The Board is also proud of this year's projected surplus. This will be the second year of consecutive surplus as a Region. This is an accomplishment that is shared with the staff, especially in our climate of change and scarce resources.

Due to public input, fiscal prudence, staff dedication and planning, Sun Country's future is very strong. There are stressors, such as financial, changing demographics, federal/ provincial relationships/trends and our progressive vision that will result in on going improvements/changes. We will continue to seek input from staff and the public as we plan together for the future.

Earl Kickley, Chair
Sun Country Regional Health Authority

Lee Spencer, CEO
Sun Country Health Region

INTRODUCTION OF BOARD MEMBERS AND SENIOR MANAGEMENT TEAM

Sun Country Regional Health Authority Board of Directors

Mr. Earl Kickley (Chairperson)	Lampman
Ms. Sharon Bauche	Antler
Mr. Alan Arthur	Redvers
Ms. Darlene Standing Ready	Carlyle
Mr. Maurice Koszman	Bengough
Ms. Louise Sjovold	Weyburn
Ms. Natalie Bieberdorf	Weyburn
Mr. David Kerr	Weyburn
Ms. Rita Dash	Kipling
Mr. Jack McFarlane	Carnduff
Mr. John Empey	Estevan
Ms. Marguerite Gallaway	Estevan

Leadership Team (Senior Management)

Mr. Lee Spencer	Chief Executive Officer
Mr. Lloyd Searcy	VP Corporate and Financial Services
Ms. Marga Cugnet	VP Primary & Integrated Health Care
Mr. Murray Goeres	Director of Facilities
Ms. Janice Giroux	VP Community Programs
Mr. Don Ehman	VP Human Resources
Mr. Dave Galloway (deceased March 2004)	Director of Strategic Planning, CQI & Communications

Regional Profile

Region at a Glance

BUDGET 2003-2004	$87,249,926
POPULATION	55,049
SIZE	33,239 km^2
TOTAL STAFF	2,226
Full-time	893
Part-time	737
Casual	596

These numbers include affiliates St Joseph's Hospital & Radville Marion Health Centre, but do not include affiliate Sunset Haven in Carnduff.

FACILITIES

- 9 - Health Centres with attached long-term care units
- 2 - Health Centres
- 5 - Special Care Homes
- 1 - Seniors Housing Facility
- 1 - District Hospital
- 2 - Community Hospitals
- 1 - Community Hospital with attached long-term care unit
- 1 - Ten-bed Inpatient Mental Health Unit
- 16 - EMS Stations - including:
  - 2 - volunteer services
  - 1 - volunteer contract service
  - 1 - private contract service
- 3 - Affiliates
  - 1 - health centre with attached long-term care unit
  - 1 - special care home
  - 1 - district Hospital with attached long-term care unit

Goals & Objectives

The goals and objectives of the Sun Country Health Region have been approved by the Board of the Regional Health Authority . They are congruent with the Goals and Objectives for the Health system, that are presented by Saskatchewan Health in the Performance Plan.

PROVINCIAL GOAL #1
Improved Access to Quality Health Care Services

SUN COUNTRY HEALTH REGION GOAL #1

To provide health services that are reasonably accessible and available to all residents of the Region.

- Facilities and Services will be developed where needed to meet the goal of reasonable access.
  - The Board of Governors Policy – Goals and Objectives has been established, with proposed measurements, to provide the following services:
    - Outpatient Mental Health services to promote, preserve and restore mental health.
    - Inpatient Mental Health services including assessment, treatment, prevention, education and intervention.
    - Podiatry, Physical and Occupational therapy services, and Speech Language Pathology services including assessment, treatment, prevention, education and intervention services.
    - Long Term Care services including assessment, support, rehabilitation and education.
    - Home based and acute Palliative Care services.
    - The operation of two district (Estevan /Weyburn) and three community (Arcola, Kipling and Redvers) Hospitals.
    - 24/7 Emergency medical services with appropriately trained care providers.
    - Establishment of procedures to ensure continuous call coverage where Specialists have committed to Tier 1 coverage.
    - Establishment and implementation of standardized medical workload measurement tools.

- Primary Health Care services will be promoted/developed within the Saskatchewan Action Plan guidelines.
  - The Board of Governors Policy - Goals and Objectives seeks to develop and implement strategies to increase the percentage of population with access to a primary health care team and services. Proposed services include:
    - primary medical care
    - emergency medical services
    - mental health including addictions counseling
    - home care
    - palliative care
    - long-term care, including respite services and adult day care
    - lab and x-ray
    - informal care giver support
    - PT/OT and speech language pathology

The **Vision** of the Sun Country Health Region is:

"A HEALTHY COMMUNITY"

The **Mission** of the Sun Country Health Region is:

"TO PROMOTE HEALTH AND TO RESPOND TO THE NEEDS OF THE COMMUNITY"

Values Statement:

- We value mutual respect, honesty and trust.
- We value openness with our community to create informed decision making.
- We value social and ethical responsibility and accountability.
- We value privacy, confidentiality and compassionate care.
- We value sense of ownership by those associated with the mission of the Regional Health Authority.

PROVINCIAL GOAL #2

Effective Health Care Promotion and Disease Prevention.

SUN COUNTRY HEALTH REGION GOAL #2

To Increase the awareness of the health services provided by the Region.

- The Board of Governors' Policy - Goals and Objectives has established the following objectives:
  - A long-term communication/education strategy that will address the needs of residents, clients and staff.
  - Develop and implement a multi year information and management plan for this Region.
  - Develop staff education strategy which includes required and elective courses.
  - Cultivate a partnership with other service providers (e.g. Education, Social Services) to increase communication and efficiencies and to promote a seamless continuum of care.
    - participate in inter-sectoral partnerships
    - consult with public stakeholders before implementing major change
    - seek the confidence of public and stakeholders for Operating Plan
    - establish Community Advisory Networks
    - RHA participates in Accreditation process

SUN COUNTRY HEALTH REGION GOAL #3

To develop an education strategy that places greater emphasis on the wellness philosophy of healthcare including health promotion, the prevention of illness, health maintenance and the promotion of independent living.

- The Board of Governors' Policy - Goals and Objectives has established the following objectives
  - To promote healthy lifestyles that will improve the quality of life through the most productive use of healthcare resources.
    - increased participation in prenatal classes
    - premedical care
    - smoking cessation, fall prevention, wellness initiatives
    - partnering with schools, increased access to resources (e.g. schools in evenings, walking), wellness initiatives
    - diabetes education coordination, close medical follow-up
    - safety initiatives such as car seat clinics, bike helmet, farm safety classes, fall prevention
    - new immunizations provided to pre-school children

- The Health Authority will promote a healthy work environment for Regional staff, facilities and programs.
  - ongoing staff in-services
  - "Quality Workplace Program" philosophy
  - indicators such as staff turnover, sick time, work related injuries/ DIP/WCB claims
  - staff appreciation / employee recognition program
  - OH&S Committees, as per the legislation

PROVINCIAL GOAL #3
Retain, Recruit and Train Health Providers

Sun Country Health Region Goal #4
To recruit, retain and develop the Region's human resources.

- The Board of Governors Policy – Goals and Objectives has established the following objectives:
  - Foster a climate that balances family and the workplace.
    - management work environment (Weyburn pilot site)
  - High quality health services to be provided in an environment that encourages the pursuit of excellence.
    - monitor the performance of funded Regional organizations and affiliates
  - A Human Resources Plan will be established and maintained.
  - A Physician Human Resources Plan will be established and maintained.
    - Physician Manpower Recruitment Committee in place
  - Cultivate a positive relationship with health care training programs and encourage student practicum placements within Regional programs.
    - student placements for a variety of disciplines

PROVINCIAL GOAL #4
A Sustainable, Efficient, Accountable and Quality Health System

Sun Country Health Region Goal #5
To provide an effective and comprehensive range of health services.

- The Board of Governors Policy – Goals and Objectives has established the following objectives:
  - Coordinate and integrate all health services in the Region.
    - enrolment with partners (e.g. schools, social services), include partners in Strategic Planning and regular Regional Management meetings
  - Health services to be client centered and focus on the needs of the client.
    - surveys, community news letter, develop Community Health Advisory Networks
    - patient/resident Bill of Rights, client representation on CQI Teams, Client Concerns Management Program in place, client input into treatment/discharge planning, Critical Incident/ Incident review
  - Program development will be efficient and effective.
    - acute care re admission rates for mental health patients within one year of discharge
    - standardized hospital mortality rates

Resident Bill of Rights

Man is a holistic being and has physical, psychological, spiritual, social and recreational needs. Assistance should be provided in meeting those needs when the person is unable to do so on his or her own.

We believe that each resident has the following rights:

To be treated with the dignity, courtesy and respect that is due each resident as an individual who possesses wisdom, knowledge and experience.

To be able to function as independently as possible and assisted to attain a rewarding life with opportunity to develop one's interests, abilities and potential.

To maintain social relationships with family, friends and community as well as to develop new relationships with persons of one's choosing.

Insofar as possible to be involved in all decision making regarding one's own life, such as control of accepting and/or refusing treatment, controlling finances and establishing social contacts with the assurance that no decision be made on one's behalf without one's prior knowledge and consent.

To be involved in planning one's own program of health care.

To be provided with rehabilitation and re-socialization programs based on emphasizing strengths and abilities.

To have privacy safeguarded in the management of self, personal records, personal space and personal possessions.

To be allowed a dignified and peaceful death.

Long-term Care CQI Team
Developed in 2004

SUN COUNTRY HEALTH REGION GOAL #6

To be fiscally responsible.

- The Board of Governors' Policy – Goals and Objectives has established the following objectives:
  - Optimal levels of health services, using available resources efficiently, will be provided.
    - prompt innovation performance and process improvement
    - consolidation of accounting system into a single system
    - consolidation of payroll into a single system
  - The Financial Plan will reflect the Strategic Plan.
    - build support among public and key health system stakeholders for its operational plan
    - work with other RHAs and SaskHealth to ensure local and provincial issues are appropriately addressed
  - The Health authority will operate within available funding.
    - ensure that expenses do not exceed levels established in the financial plan
    - analytical services team
  - The financial position will be monitored.
    - provide managers with relevant, timely and accurate financial reports
    - work with affiliates and other private services for timely and accurate financial reporting.

SUN COUNTRY HEALTH REGION GOAL #7

To ensure regular assessment of the services provided in the Region.

- The Board of Governors Policy – Goals and Objectives has established the following objectives:
  - Utilizing health status indicators, the health status of the population of the Region will be measured and reported.
    - incorporate the results of needs assessment activities in the Strategic and Operational Plan
    - provide programs and services in compliance with directives, contractual guidelines and obligations
  - Strategies to address the determinants of health will continue to be developed and resources will be focused on these strategies.
  - A process will be developed to identify the long term needs of the Region.
    - Needs Assessment/Strategic Planning Committee of the Board
    - ongoing Strategic Planning Program.
  - Quality standards will be consistently met throughout the Region.
    - enhanced role of CQI Teams
    - Regional occurrence reporting tool that identifies critical incidents
    - formalize reports for managers, staff and Board on Risk Management issues
    - staff in-service on Risk Management
    - participate in Critical Review policy
    - increase information and communication about quality standards, risk management etc.

Governance & Organization

The role of the Sun Country Regional Health Authority is to efficiently and effectively manage health care services within the boundaries of the Region. Within the Regional boundaries there are:

- ⇨ 9 - Health Centres with attached long-term care units
- ⇨ 2 - Health Centres
- ⇨ 5 - Special Care Homes
- ⇨ 1 - Seniors Housing Facility
- ⇨ 1 - District Hospital
- ⇨ 2 - Community Hospitals
- ⇨ 1 - Community Hospital with attached long-term care unit
- ⇨ 1 - Ten-bed Inpatient Mental Health Unit
- ⇨ 16 - EMS Stations - including:
  - 2 - volunteer services
  - 1 - volunteer contract service
  - 1 - private contract service
- ⇨ 3 - Affiliates
  - 1 - health centre with attached long-term care unit
  - 1 - special care home
  - 1 - district Hospital with attached long-term care unit

In addition, the Region provides a complex array of community programs including:

- ⇨ Home Care
- ⇨ Community Mental Health
- ⇨ Health Promotion
- ⇨ Public Health
- ⇨ Public Health Inspection
- ⇨ Parenting Skills Education Programs
- ⇨ Acquired Brain Injury Programs
- ⇨ Community Dietitian Programs
- ⇨ Speech Language Pathology Services
- ⇨ Physiotherapy and Occupational Therapy
- ⇨ Medical Health Officer Services
- ⇨ Successful Mothers' Program
- ⇨ Adult Sex Offenders Program
- ⇨ Alternatives to Violence Programs
- ⇨ Community Palliative Care Services

Did You Know...

- The Sun Country Health Region, our clients and communities, benefit from the energies and resources provided by 500 to 700 volunteers. Thousands of hours go to services such as pastoral/spiritual care, personal care, palliative care, resident transportation and resident entertainment.

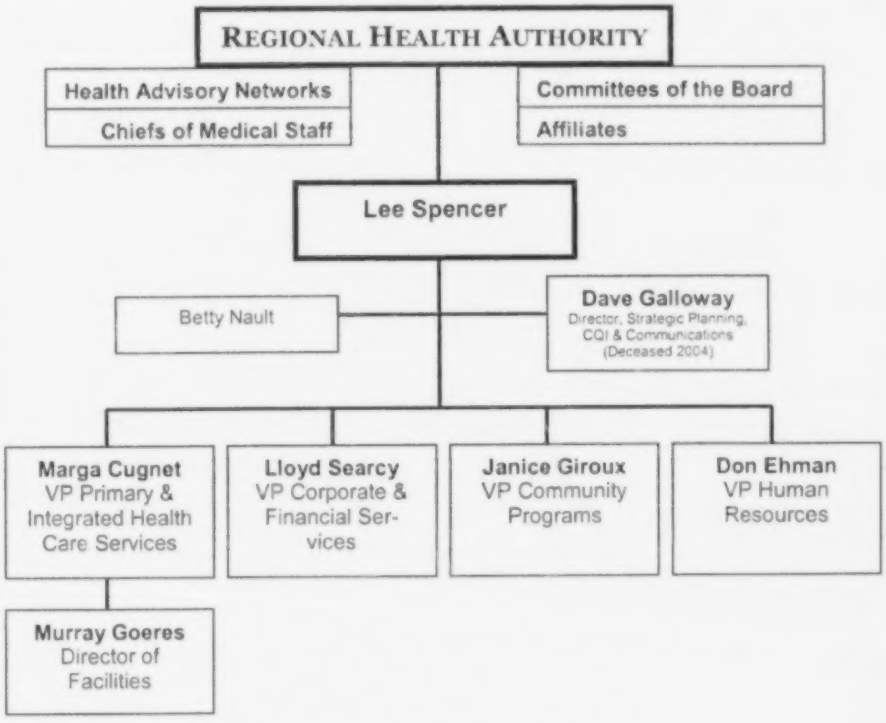
- Volunteers in the Sun Country Health Region are an invaluable resource to the provision of our services.

  Volunteer services include:
  - transportation
  - meals on wheels
  - candy stripers
  - adopt a friend
  - dial a friend
  - church group activities
  - youth volunteer program
  - auxiliary work
  - palliative care committee
  - assisting with Public Health activities, wellness clinics, Fluoride rinse program and many other services.

VOLUNTEER
BÉNÉVOLES
CANADA

Regional Health Authority

The Sun Country Health Region is managed by the Sun Country Regional Health Board. This Board has adopted the Carver Model of policy governance and administration. This model endeavours to ensure that the Board is accountable and that the organization works. The Board is where all the authority resides, though some of it is delegated to others. This simple, total authority and total accountability is true of all Boards that have true governing authority. Boards are almost always forced to rely on others to carry out the work, to exercise most of the authority, and to fulfill most of the accountability.



Since the actual running of the organization is substantially in the hands of Management, it is important to the Board that Management be successful. This requires the Board to be very clear about its expectations, and then to check to see that the expectations have been met. The Policy Governance model promotes a single point of delegation through the Chief Executive Officer, and holds this position accountable for meeting all the expectations for the organization's performance. When it is said that the Board is responsible for making sure that the organization functions effectively, what is meant is that the organization accomplishes the intended results for the intended people at the intended cost or priority.

Board Committees

There are currently twelve members who sit on the Board. At present the Board has four (4) working committees: Executive, Finance, Strategic Planning and Needs Assessment, and Education.

The Strategic Planning and Needs Assessment Committee consists of at least six (6) Board Members, three (3) Senior Staff members, representatives from Staff, Management, Medical Staff, and Community (as needed) and additional resource persons as needed. This Committee's terms of Reference have been approved. The purpose of this committee is to develop and evaluate the Strategic Plan of the SCHR; this plan will then guide the development of current and future services and programs. The Committee also identifies issues facing the Regional Health Authority and evaluates the resources, programs and capabilities as they relate to the Needs Assessment. The Committee makes recommendations for establishing priorities for future capital expenditures and resources required to implement the Strategic Plan and develops key strategies for achieving its short and long term goals. It evaluates and prioritizes submissions for new or expanded programs and proposals.

The Finance Committee consists of the Board Chairperson (ex- officio), other members appointed by the Board and the CEO. The Committee oversees the management of all funds, in accordance with Provincial guidelines and accepted accounting and auditing procedures, and ensures that reporting requirements and public disclosure is adhered to in accordance with relevant legislation. It provides advice and recommendations to the Board on a monthly basis and ensures that policies and procedures are established for financial matters.

The Education Committee is the newest committee of the Board. The Education Committee is comprised of three (3) Board members, the Board Chairperson (ex-officio) and the members of the Leadership Team. Terms of Reference for this committee have yet to be completed. Major work of the Education Committee will be in the areas of Sun Country Health Region Goal #2 (To Increase the awareness of Health Services provided by the Region) and SCHR Goal #3 (To develop an education philosophy that places greater emphasis on the wellness philosophy of health care including health promotion, the prevention of illness, health maintenance and the promotion of independent living.) More details of these goals and objectives has appeared previously in this section.

Did You Know...

- Dr Naidu of Estevan and Dr. Thiel of Regina gave a presentation on Menopause in Gainsborough on April 22nd and over 112 women attended.

- Some Sun Country Health Region communities have active Community Health Advisory Committees that provide educational events and other wellness initiatives in their communities.

- There is an Alzheimer support group in Carnduff.

Laurie Cole
Director of Client Care Services
and Gainsborough Health Centre Staff

Public Transparency

Maintaining public transparency in the Region is a process that is ongoing. Significant achievements have included:

- Inviting staff members and community representatives to attend and participate in the Regional Strategic Planning process; establishing a plan for disseminating information to them about plans and direction for health care in the Region
- Development of strategies to provide regular and timely communication to the staff and the public through the Communications Department; included in this are initiatives such as the regular publication of a staff newsletter (Sun Country Chatter) and an SCHR community newsletter (The Regional Sun) that goes out to each household in the Region on an approximately quarterly basis.
- Various speeches and presentations to both staff and community groups on the identity and services offered by the Sun Country Health Region.
- The printing and making available of copies of the Annual Report.
- Board Meetings that are open to the public, as well as making copies of information from the Board Meetings available to interested community groups and staff members.
- Professional initiatives such as Accreditation by the Canadian Council of Health Services Accreditation, Ottawa.

Community Advisory Networks

The Sun Country Health Region has continued its efforts to establish community advisory networks. These Networks can be important groups in communicating recommendations on services and health care needs that are important to their individual areas, and in providing an easy way to communicate SCHR information back to the community.

The Sun Country Health Region has two established Community advisory Networks for the following areas:

1) Pangman, Ogema, Radville, Bengough, Coronach and surrounding communities.
2) Redvers, Wawota, Gainsborough, Arcola, Kipling, Carnduff, Carlyle and surrounding communities.

Unfortunately these Networks are not very active in providing the type of information that is needed for their areas or in discussing the type of and quality of services in their area.
The Sun Country Health Region still needs to confirm the

Terms of Reference for these Networks and to engage in mutually beneficial discussions as to what is needed by both the Networks and the Sun Country Health Region.

The purpose of the Community Advisory Networks is to promote active citizen participation. In the Sun Country Health region three (3) rural networks, each having six to eight members and two (2) urban networks (Weyburn and Estevan) are proposed. Members are to be recommended by community leaders and affirmed by the Regional Health Authority. It is proposed that Network meetings will be co-chaired by a Network member and a Health Authority Board member.

Much work remains to be done in this important area. In the Sun Country Health Region, lack of definition as to the purpose and power of these Networks, as well as the issue of remuneration appear to be factors in the lack of appeal for involvement of Sun Country Health Region residents in this process. These factors also appear to be present in other Saskatchewan Health Care Regions.

Major Initiatives & Accomplishments

Strategic Planning

At the start of the year the Sun Country Health region held its first Strategic Planning session; at the time it was the first of its kind for Regional Health Authorities to include Board Members, Leadership Group, Staff members and Community Members in a learning, analytical and strategic planning process.

This two day event was well attended by 130 people, including 40 participants from the community. Educational sessions were held on topics such as:

- Regional Demographics
- Primary Health Care
- Determinants of Health
- Regional Health Care Accessibility and efficiencies
- Accountable Health Care
- Health Promotion/ Disease Prevention
- Present/Future Regional human resource issues
- Indicators and Performance Measures

The goals expressed in the Saskatchewan Health Performance-Plan were extensively reviewed, with an emphasis on how the Sun Country Health Region could establish its goals and objectives to fit with:

- Improved Access to Quality Health Care Services
- Effective Health Care Promotion and Disease Control
- Retain, Recruit and Train Health Care Providers
- A Sustainable, Efficient, Accountable and Quality Health System

A wide range of Regional residents and staff members learned more about Sun Country Health Region services and directions. All groups contributed new ideas and useful information; these important contributions have inspired much of the future planning and direction of the Sun Country Health Region.

Provincial Population Health Promotion Strategy Consultation

On April 28, 2003 a regional consultation workshop was provided in the Sun Country Health Region. Regional partners were invited, providing opportunities for them to share their knowledge and perspectives on needs that existed in their communities. These perspectives were used to identify priorities for the process of implementing a Provincial Population Health Promotion Strategy.

The Provincial Population Health Promotion Strategy identifies top priority areas for health promotion and disease prevention

Did You Know...

- CQI stand for Continuous Quality Improvement and assists the Sun Country Health Region in setting indicators that assist our staff in practicing high quality service.
- Outcome indicators that measure performance are vital components of CQI.

initiatives. Sun Country Health Region will continue to work with their partners on developing action plans based on the needs of the communities. The key to success is for the communities and partners to increase their skills in using population health approaches that will take action to improve the social and economic conditions and physical environments that contribute to health.

Consolidation of Services

Leadership Group and the Sun Country Health Region Departments have worked diligently over the past year to consolidate their direction, services and team building in all areas. Departments consolidated their services through the development and implementation of Region wide Policies and Procedures. Staff members who had previously worked in Departments in three different districts became more of a team that provided coordinated and consistent service.

Regional Continuous Quality Improvement Teams met regularly and began working on standards in their areas, in order to assure quality services and prepare for Accreditation in May 2005. The CQI Teams are:

- Acute Care
- Ambulatory Care
- Community Health Services
- Environment
- Home Care
- Human Resources
- Information Management
- Leadership and Partnership
- Long Term Care
- Maternal and Child
- Mental Health

To assure quality and improvement, a Sun Country Health Region Quality of Care Coordinator handled complaints and concerns about SCHR services from members of the public. Issues about access to service, care delivery, Supportive Care, Pre Hospital/ Emergency Care and Acute Care are areas where most complaints and concerns were received. Poor communication was the root cause of most problems. All complaints and concerns received attention, were investigated and a report was made back to the caller. Corrective action was taken when necessary. The vast majority of complaints and concerns were resolved to mutual satisfaction.

Quality assurance, team work and the provision of needed and consistent services is most important to the Sun Country health region. The consolidation achieved in the areas above is hard work; in the end, the excellent results make that effort worthwhile.

Recruitment and Retention

While Recruitment and retention remains to be one of our greatest challenges, this year the Sun Country Health Region has also been successful in recruiting and hiring many skilled workers in difficult to fill positions.

With the assistance of medical staff and the community, Physicians have been recruited for areas/ clinics that include Kipling, Arcola and Fillmore (in progress). Successful recruitment has also occurred for the following positions:

- Manager of Public Health
- Regional Director of Mental Health and Addictions
- Manager of Inpatients and Rehabilitation
- Public Health Inspector
- Behavioral Management
- Speech Language Pathologist
- Physical Therapists
- Needs Assessment and Epidemiology Coordinator
- Registered Nurses
- Others

Recruitment and retention initiatives have been implemented and include bursaries, scholarships, in – house sponsored education, immigration support and arranged preceptorship programs with educational institutions. Representatives from the Region have attended High Schools and Universities in efforts to attract candidates for positions such as Registered Nurses, Speech language pathologists, Physical Therapists and Occupational Therapists.

Improved Access to Quality Health Care Services

In July, the Sun Country Health Region was proud to introduce a Computed Radiography System at the Weyburn General Hospital. At that time we became the first Region in the province to have this service. Patients will receive better and faster service through the use of two new X-ray units with accompanying computer imaging equipment. The computer image can be enhanced as required and can be saved on the computer system for future reference. The new system allows a Physician to view a high quality image on computer screen.

Did You Know...

- Physiotherapists, or Physical Therapists are healthcare professionals who help people of all ages and lifestyles gain and maintain their desired level of active living and physical mobility. There are approximately 500 therapists employed in Saskatchewan and by next fall we shall have 11 employed in the Sun Country Health Region.

- Occupational Therapists are healthcare professionals who help people of all ages and lifestyles attain the necessary "skills for the job of living." Sun Country Health region employs four (4) Occupational Therapists throughout the Region in a variety of settings such as hospitals, special care homes, homes, health centres, schools, and industrial sites.

Gale Pryznyk
Manager of Therapies
St. Joseph's Hospital, Estevan

The high quality image can then be transferred to film via a laser printer and viewed by a Radiologist. The new system allows for more complete and faster diagnosis, that can be achieved by Radiologists and Specialists in other Regions. Our patients will be able to start treatment sooner as well as enhance their recovery time. We have also been able to upgrade Radiology services across the Region.

Other Technological advances included the initiation of Tele-Health technology which will benefit both Physicians, Staff and our Consumers, and the use of HealthLine services – both of these are described in the Progress and Results section of this report. New equipment was also purchased in many areas and a major lab upgrade was accomplished in Kipling to utilize the technology of a Chemistry Analyzer; this was accomplished with the partnership of the local Foundation and the Board.

Major accomplishments have also occurred in community programs offered to people having Type 2 diabetes. A Diabetic Committee, based in Carlyle has been instrumental in planning and implementing this program. An Information Book on type 2 diabetes was produced in October and is widely used. This book contains easy to read information presented in user friendly format and provides information in all relevant areas. Regional diabetes classes to provide information on diet, exercise and the management of medication and lifestyle are given in most areas within the Region. Excellent assessment work and disease management is provided by diabetic care teams composed of Nurse Educator, Dietitian, Physician, Home Care Nurse and (when needed) Mental Health worker (teams vary according to area served).

As rates of obesity are greater and activity level lower in the Sun Country Health Region, a particularly beneficial initiative was to provide community groups with grants to set up new and interesting programs to support physical activity, healthy eating and/or screening for diabetes. The Sun Country Health Region Diabetes program has been able to provide some funding and assistance to community groups. Some of these include activities such as snow shoeing, walking, exercise and nutrition in-services, development of "In Motion" Committee and other exercise and healthy eating groups. First Nations communities are included in these groups. Working with communities to promote physical activity and healthy lifestyles is beneficial to future prevention of diabetes.

Regional Managers in all service areas have developed Policies and Procedures during this year and are working with their staff groups on methods of implementing these policies to ensure consistent and quality services. As Regional staff groups con-

tain many members from the previous districts, much time and effort has gone into building teams and establishing coordinated services. Our Regional managers have met together in Regional Management meetings, In-services and Departmental meetings to work towards becoming a cohesive team. Positive results that will impact on quality patient care have been produced in these areas.

Improvements in Palliative Care service has also been a major initiative. The past year has seen a continuation in the number of regional residents (and family members) who wish to stay at home during the last months of a serious illness. Sun Country Health Region Home Care services have worked to prepare and implement individualized plans for providing palliative care at home. A protocol for pain has been established. Changes in the delivery of service has been made possible through the coordinated efforts of Home Care Nurses and Staff members. Coordinated team work has been accomplished by Nurses, Home Care Staff members, Physicians, family members and the client. These efforts have been successful in providing quality services.

Sun Country Health Region Mental Health services reviewed the mandate, function and services of SMILE services this year, in order to make this program more comprehensive and meaningful to the consumer. This review was conducted with the support of SaskHealth funding. SMILE services has been an independent program that had mainly functioned as a drop – in day program for people in the community who have mental health issues that affect their functional ability. Although these services had been valuable to some people in this sector, the services had also been of limited value and had served the needs of a limited number of community people who needed mental health services. SMILE services has accepted and implemented the recommendations of this review; the program has been transformed into a supportive apartment living program, which more appropriately meets the identified needs. There are presently more clientele receiving service from SMILE services, teaching of life skills has been enhanced and there is better ability to provide needed assistance and monitoring.

Did You Know...

- Many seniors from Estevan and area attend the Day Hospital at St. Joseph's.
- They enjoy the bright lively atmosphere, the activities that they choose to do, the health services that they receive and socialization with each other.
- The program serves 70 – 80 seniors who still live at home; it is designed to keep them healthy and active. The usual daily attendance is about 15.
- Transportation can be arranged through the SMILE Van.
- For referrals and information contact: Darla Wilhelm (306) 634-0411

Regional Environmental Scan

The Sun Country Health Region needs to know about demographics and the population's health status for many reasons. It's important to know

- who are the major groups in our area.
- what are the trends for increases or decreases in these groups.
- where do these groups live.
- what the current health status is for our population.
- how the health status has changed over time, and how it may change in the future.
- how it compares to the Province as a whole

Keeping track of health status information provides answers to the questions:

- how healthy is the population and is their health status improving?
- who is healthy and who is not?
- what are the key health issues?

This information helps us to plan programs and services and anticipate future requirements in these areas. The Region will be able to identify groups that may need special services , and what needs to be included.

Demographics

There are three main demographic factors affecting health service delivery:

1) **The population is older than the Provincial average - particularly the female population.**
   - According to the 2001 census, regional age group breakdown are as follows:
     - 55 - 64 years - 9.3%
     - 65 - 74 years - 8.8%
     - 75 - 84 years - 6.7%
     - 85+ years - 3.0%

     These compare to provincial ratios as follows: 8.6% (55-64); 7.4% (65-74); 5.5% (75-84); and 2.2% (85+).

     However, there are sub regional differences. In the Coronach area, for example, only 13.9% of residents are over the age of 65 years; conversely, 32% of Fillmore residents are over the age of 65 years.

   - 18% of residents are over age 65; compared with 15% in the Province

Did You Know...

If you need emergency services, call 9-1-1. You will need to know:

- your address and any landmarks that would help an Emergency crew to find you.
- addresses of persons who may call you in need, such as grandchildren and grandparents.
- information such as allergies, medications used and pre – existing medical conditions.

- median age was 39.1 years, compared with 36.7 in the Province (again there are sub-regional differences)
- 20% of female residents are over 65 years, compared with 16% in the Province.
- Children under the age of 20 years comprised 27.4% of the regional population, compared to 29.2% provincially. (again there are sub-regional differences)

2) The population is decreasing - a trend likely to continue in the future.

- Between 1996 and 2001, the population decreased by 6.8%, compared to the net provincial decrease of 1.1%. Generally, each rural community and rural municipality experienced some population decrease during this period, although there are a few exceptions.
- According to projections, the population will decrease by 16.6% between 2001 and 2021. The most dramatic decreases are projected to be in the 20 – 30 year old age group, and those over 75 years of age.
- The General Fertility rate, one indicator of population growth, decreased from 45.1 per 1,000 to 37.9 per 1,000 between 1993 – 2002.
- Sun Country has been experiencing net emigration, rather than immigration, since 1999. In 2002, most emigrants were from the 20-29 years age group, followed by the 40-50 years age group.
- It is highly likely that regional out-migration patterns are the result of a combination of economic and non-economic demand-pull (better wages, family unification); supply-push (under-employment, occupational availability, social isolation); and network (improved collaboration with colleagues) factors.

3) The population is primarily rural

- In 2002, 62% lived primarily in towns and villages; outside of the two cities in the Region.
- However the population is increasingly moving into the two cities (1982 - 30% in Weyburn and Estevan; 2002 - 38%). These rates of people living in urban areas is still lower than the provincial rate of 54%
- 64% of the seniors' population (65 years and over) live rurally (towns, villages, rural municipalities)

Health Status

Health status measures suggest a comparatively healthy population in the region, however rates of breast cancer, prostate cancer, respiratory disease and pneumonia/influenza are higher than provincial and national rates.

Ten Leading Causes of Death:

- acute myocardial infarction
- other forms of heart disease
- other cerebrovascular diseases
- other forms of ischemic heart disease
- lung cancer
- pneumonia
- prostate cancer
- chronic obstructive pulmonary disease
- diseases of the urinary system
- central nervous system diseases

Rates for lung cancer, acute myocardial infarction, other forms of heart disease and cerebrovascular disease have consistently been higher than those for the province.

For males, rates of heart disease, lung cancer and prostate cancer; for females rates of cerebrovascular disease and pneumonia have been consistently greater than provincial rates.

Health Conditions:

- coronary heart disease is a leading cause of death and hospitalization
- 18.2 % report having arthritis and rheumatism
- 5.2 % report having diabetes
- 14.5 % report having high blood pressure; between 1993-2002 hospitalization rates for this ailment were over twice the provincial rate.
- 13.5 % report pain and discomfort that affect activities
- 8.6% report a diagnosis of asthma: this is a major cause of hospitalization for males and children (0 – 19 years).
- In 1993-94 hospitalization rates or asthma were almost twice the provincial rate. By 2001 – 02 the regional and provincial rates were almost equal.

Mental Health:

The overwhelming majority of mental health diagnoses is depression and depression related illnesses; however, less than 4% of the population report symptoms of clinical depression

Did You Know...

- The Sun Country Health Region offers influenza shots to staff and at risk members of the public; this is done in the Autumn.
- Many staff members, seniors and people with chronic diseases have avoided influenza by getting this shot.
- If you do not feel like getting the shot for yourself, get it for your loved ones... if you do not catch influenza, it's much less risk for them.

Unintentional Injuries:

- Between 1991/92 and 2001/02, the total hospitalization rate for external injuries in Sun Country exceeded that for the Province. This was true for males, females, those aged birth to 19 years and seniors (age 65+)
- Accidental falls comprised a large percentage of injury hospitalizations for all Sun Country residents, in all age groups – especially women (35%) and seniors (40%). In 2002/03, 52% of accidental falls by regional seniors occurred at home and were the result of "slipping, tripping or stumbling". Alternately, 21% of senior falls occurred in residential institutions.
- Injuries attributed to medical and therapeutic drug adverse effects or "misadventures" accounted for 38% of total injury hospitalizations between 1991/92 and 2001/02. This figure rose dramatically – to 48% - for Regional seniors.
- in females, fractures of the femur were almost double the provincial rate

Well Being:

- 75 % of residents report positive functional health status, a significantly lower rate than provincial and national rates
- 56.5% of residents aged 12 and over currently report very good or excellent health compared to 56.8% of Saskatchewan residents and 61% of Canadian residents.

Mothers and Infants:

- rates of teenage pregnancy are significantly lower than the provincial rates
- low birth weights (<2500 grams) comprised 4.5 % of total births in the Region between 1993 and 2002 compared to 5.2% for the province. High birth weights (13 %) are less than the provincial rates.
- Between 1993 and 2002 (inclusive) the infant mortality rate (per 1,000) for Sun Country was 6.3, compared to 7.6 for the province.

Health Behaviours:

Health behaviours are valuable indicators of future health status. Chronic health conditions such as heart disease, cancer, diabetes, high blood pressure and arthritis are partly determined by personal health behaviours such as diet, exercise, smoking and exposure to second hand smoke.

- 42.5 % of the population aged 20 – 64 is classified as being overweight (B.M.I. > 27). This compares to 39 % provincially and 32 % nationally,
- only 35 % report being moderately physically active (compared with 44 % provincially)
- only 30 % report eating fruits and vegetables at least 5 times daily

- rates of daily or occasional smoking (25 %) are lower than provincial figures, but exposure to second hand smoke (36 %) is higher than provincially (31 %).

Regional Economic Trends:

Employment and economic indicators for the Region are somewhat mixed. The incidence of unemployment and low income status is lower than average; however, the economy is highly dependent on the performance of the unpredictable agriculture and resource sectors.

- Between 1996 and 2001, the Regional unemployment rate ranged from 2.6 % to 6.9 %; this was lower than provincial and national rates. In 2001, the unemployment rate in the Region was 3.4% compared to 6.3% for the province. At the sub regional level, unemployment is lowest in the Estevan area (2.2%).
- With the exception of the Carlyle - Wawota – Arcola area, average incomes have been greater than or equal to the provincial average.
- The low income rate for families, unattached individuals and private households is lower than either provincial or national averages.

Agriculture and Resource Sectors:

These are the major sectors of the Regional economy. Energy and mining have been economically sound, agriculture has experienced some challenges.

- Between 1995 – 2000 gross farm receipts increased by 5 %; however , there was a 15.2 % increase in operating expenses.
- The number of farms is decreasing, those that remain are increasing in size. This adds to a decline in rural population.
- Between 1996 – 2000 average weekly earnings in both the coal mining and crude petroleum/natural gas industries rose by 9 %; the total personal income in the Estevan area has increased by about 43 % between 1993 and 2002. Average personal income in the Estevan area is about 3 % greater than the national average.

Social Factors:

- Sun Country has a smaller proportion of single (25.9%), separated (2%) and divorced (4.9%) residents than the province (31.6%, 2.5%, and 7.5%, respectively). However, there are proportionately more married (58.4%) and widowed (8.9%) individuals (Saskatchewan 52.4% and 6.1%, respectively).
- Approximately 34 % of the Region's seniors live alone; this roughly equals the provincial percentage.

- In 2001, the aboriginal population comprised 2.6 % of the population; the provincial figure is 13.5 %. The proportion of aboriginal residents is dropping.

- The proportion of residents with at least some post secondary education has always been lower than provincially; however, this gap is shrinking.

Service Volumes:

- As of March 2002, Sun Country had 2.5 acute care beds per 1,000 residents, very similar to the provincial rate of 2.6%/1000.
- Although hospital separation rates dropped steadily between 1993 – 2002, they were still consistently higher than provincial rates. This is also true for the senior population.
- The top ten reasons for hospitalization for our residents between 1993/94 –2001/02 were:
  - symptoms, signs and other ill defined conditions
  - heart disease
  - healthy live-born infants
  - pneumonia
  - all other forms of ischemic heart disease
  - complications of labour and delivery
  - other reasons for contact with health services
  - all other diseases of the respiratory system
  - non-infective enteritis and colitis
  - other complications related to pregnancy

Average Length of Stay:

- Between 1991 – 2002 average length of stay for both medical and surgical cases dropped considerably (28%) compared to 13% provincially. More specifically, ALOS for regional residents decreased from 6.7 to 4.8 days.
- Between 1991 – 2002 medical separations dropped by 42% and surgical separations dropped by 26%.
- In day procedures, medical increased by 99% and surgical by 233%; this compares with Provincial rates of 76% (medical) and 41% (surgical).
- Between 1991 - 2002, day procedures increased from 11% to 37% of all separations.

Migration:

- Since 1991 an increasing percentage of RHA residents have been accessing inpatient and day services in other regions (1991 – 41%; 2002 – 52%); this is greater than the Provincial rate of 24%.

- In 2001/02, patterns of physician care indicate that certain Sun Country communities receive at least 50% of services outside of the Region. Predictably, these include communities close to the border of the Region and all three of the Reserves. Alternately, those communities with the least migration for physician services include those close to Estevan and those with a resident physician.
- Hospitalizations for eye diseases and disorders, and those for lymphoma/leukemia are most likely to result in out-of-area hospital stays.
- Out of region deliveries have exceeded the Provincial average . In 2002, 39.1% of deliveries for Regional residents occurred in other regions compared to 18.6% for the Province.

Services:

Home Care

- In total, the number of both clients and services increased steadily between 1991/92 and 2002/03 (Note, clients could receive more than one service).
- In particular, the number of nursing clients and services increased dramatically for each of acute care, palliative and supportive nursing services.
- Acute nursing services/client increased from 3.3 in 1991/92 to 14.7 in 2002/03; palliative nursing services/client increased from 4.1 to 16.7; and supportive nursing services/client increased from 10.9 in 1991/92 to 13.5 in 2002/03
- With respect to nursing clients and services, acute home care services increased the most between 1991/92 and 2002/03.

Long Term Care

- The total number of long term care admissions increased by 7% between 1991/92 and 2002/03, compared to an overall provincial increase of 16.7%.
- However, the demands on staff time increased markedly as Level 3 residents increased 51%, while Level 2 residents decreased by 65%.
- The average level of care in our region was 3.4%, about the same as the Provincial figure

Mental Health / Addictions

- In 2002/03 the largest proportion of mental health services in Sun Country were provided to the 18 to 65 year old age group.
- In 2002/03. approximately 30% of clients over 66 years of age reported living alone.

Did You Know...

- Galloway Health Centre has amenities available to accommodate family when their loved one is a Palliative Care patient.
- Oxbow Physicians hold training sessions for staff for one hour each Wednesday.
- Oxbow and area have nine First Responders that volunteer their time 24 hours a day.

Merle Fedak
Director of Client Care Services
and Galloway Health Centre Staff

Average Length of Stay (ALOS)

- Average length of stay for acute mental health services ranges considerably as a function of diagnosis. Between 1997/98 and 2001/02, symptoms, signs and other ill-defined conditions, schizophrenic psychoses and affective psychoses required the longest length of stay – over 25 days each. Alternately, alcoholic psychoses, drug dependence and alcoholic dependence syndrome had the shortest average length of stay - less than 10 days each.
- In total, average length of stay for Regional residents (18.7 days) exceeded that of the province(14.64 days) between 1997/98 and 2001/02. The most variance between Regional and Provincial ALOS occurred with the following diagnoses: affective psychoses; symptoms, signs and other ill defined conditions; schizophrenic psychoses and other psychoses. In each of these cases, the Regional ALOS was significantly greater than the provincial average.

Migration

- In 2001/02, the percentage of Sun Country residents receiving acute mental health services outside of the region was 30%. Most (85.5%) of these residents received services in Regina. The remainder received services in Moose Jaw.

Addictions

- In the 2001/02 fiscal year, outpatient admissions to addiction services rose by 4.1%. This compares to 7% for the province. However, there are sub-regional differences. The northeast corner of the Region experienced a large increase – 17.7%, while the northwest corner experienced a decrease of 3.3%.
- In 2001/02, individual services comprised the majority of hours for out-patient addiction services, followed by SGI referrals in the southwest and northwest corners. In the southeast corner, however, group hours comprised the second most frequent addictions service. As well, the majority – 41% of addictions services occurred in the northeast corner of the region. The rest of the services were evenly split between the other two areas.
- Between 1995/96 and 2001/02, problem gambling outpatient admissions for Sun Country residents steadily rose. These comprised, over the time period, approximately 3% of provincial admissions.
- The outpatient admission rate (per 100,000) for problem gambling for Sun Country residents was approximately half that for the province between 1995/96 and 2001/02.

- The vast majority (97.4%) of outpatient clinical hours devoted to problem gambling for Sun Country residents have been individual, as opposed to group hours. Comparatively, between 1995/96 and 2001/02, 18% of clinical hours for the provincial residents were group hours.

Community / Client / Key Stakeholder Expectations:

- Consumer groups and partners expect a continuation of services at existing levels.
- Residents expect reasonable access to services; residents in communities with no facilities expect a high quality road ambulance system with reasonable response times.
- Rural residents expect that Long-term Care will be delivered in their own communities.
- Rural residents expect that smaller communities will have access to physician services. Generally residents respond negatively to the prospect of traveling any great distance to see a family doctor.
- Rural residents request and expect that more community programs (e.g. community mental health, parenting skills educators, addiction services) will be delivered close to their community.
- In urban areas (Weyburn, Estevan) residents expect the provision of general surgery, endoscopic procedures, obstetrics, I.C.U., and general medicine programs will continue and that visiting consultant services will be enriched.
- With an increase in the number of southeast residents requiring dialysis, residents expect that this service will be provided closer to home.

Clinical / Technological Advances:

Diagnostic Imaging

- Diagnostic Imaging equipment at the Weyburn General Hospital has been replaced with "state of the art" digital technology.
- This will enhance quality and diagnostic capability, as well as reducing waiting time and increasing productivity.
- Remote access to clinical images will alleviate the problems of obtaining radiologist services in rural areas.

Building Monitoring

- A number of buildings now have computer monitoring systems, which allow personnel at a remote location to monitor and control various systems.
- This will enhance patient care and staff comfort while decreasing maintenance callbacks.

Did You Know...

- If one of our health care consumers has a concern or complaint about services provided by the Sun Country Health Region, he or she can call Dianne Green (306) 637-3642 or Toll free: 1-800-696-1622.
- Dianne Green is one of the Quality of Care Coordinators at the Sun Country Health Region; she will investigate and reply to all questions, concerns and comments.
- People with concerns are encouraged to first talk with the service provider or to his/her supervisor.
- Dianne is also pleased to hear positive comments and your good experiences with our services.

Did You Know...

- Not all of the Sun Country Health Region Long Term Care Facilities have a Registered Nurse or a Registered Psychiatric Nurse on site 24 hours per day.

- 33% of RNs employed in Saskatchewan in 2002 were 50 years of age or older and only 17% were under 35 years of age (SRNA environmental scan)

Joanne Hollingshead
Health Services Manager
Arcola/ Carlyle
and Arcola Health Centre Staff

SHIN

- Further development of our Information Management system and further development of telemedicine will enhance knowledge and capability

Human Resources - The Availability of Key Resources

The Region is experiencing difficulties in recruiting and retaining individuals in a wide variety of health positions including:

Physicians

- Recruitment remains an issue due to the Region's population distribution (64% rural).
- Wide distances between communities makes weekend coverage difficult.
- Physician distribution impacts on other health care professionals, particularly Lab and X-ray, as each community expects that it will have its own capability in these areas.
- Aging equipment, particularly in smaller communities, discourages physician relocation.
- The nature of the rural medicine practice and low number of trauma / acute cases can contribute to a reduction in skills; solo practices create an unsupported environment.

Registered Nurses

- Difficulties in recruiting sufficient numbers of skilled staff lead to increased requirements for replacement coverage and overtime, leading to early burn-out.
- The nature of rural nursing and low incidence of trauma/acute cases can contribute to a reduction in skills.
- Difficulties recruiting to high skill areas make it difficult to sustain critical care units or open a new dialysis unit.
- The quality of life in small rural communities often impedes successful recruitment and retention.
- Traditional recruitment methods deliver limited results; non traditional methods are expensive.

Other Health Care Professionals

- Challenges in recruiting most professionals, such as Social Workers, Psychologists, Physiotherapists, Occupational Therapists, Speech Language Pathologists, Combined Lab/X-ray Technician, Medical Laboratory Technologist and Respiratory Therapist candidates restrict hours of services or make the services non-existent.
- When no replacements are available, continuing education is difficult.

Progress & Results

Improved Access to Quality Health Care Services

Considerable work in both consolidation of existing services and planning/ implementing new services has been done in this area.

Emergency Medical Services
The Sun Country Health Region conducted a review of its Emergency Services and has made great progress in consolidating these services to provide standardization across the Region. The usage of thrombolytic drugs and the use of automatic external defibrillators in emergency care have provided better outcomes and increased stabilization for heart attack victims. These interventions are now provided throughout the Region and are of great importance considering the distance from the specialized services that may be needed.

EMS Emergency Room staff receive excellent training from both regular in-services, in house courses, and education from external institutions. The process of sharing work and education has assisted in enhancing a coordinated response to emergency care.

Long-term Care Client Needs Assessment Tools
Improvements have been made in coordinating the system of transferring patients for more specialized services in larger centres. We have also established a more coordinated response to bringing patients back to their local facilities/homes. Volunteers also provide excellent service for transportation for medical services outside our area, when this is appropriate.

In the areas of Long Term Care and Home Care, use of a standardized assessment and screening tool is assisting the Region with the delivery of more standardized, consistent services. This tool uses a scale and rating system that enhances our ability to compare clients in a number of important areas and to plan and offer services according to need. The Region has completed policies in these areas; considerable work has been done to ensure consistent and equal services, according to need, in the whole Region. This is important work in an area where there is an urban/ rural mix in the need for service. Evaluation of ongoing implementation and provision of service is being and will continue to be done.

Facility Planning
The Sun Country Health Region is proud of the progress being made in the construction of Tatagwa View, the new 125 bed Long-term Care Facility in Weyburn. Tatagwa View is scheduled to be opened in Fall 2004 and will offer more attractive and functional living quarters for our residents. It is being completed

Did You Know...

- MDS/ RUGS is a new assessment system for Long Term Care Residents.
- This international assessment program provides multidisciplinary input and covers factors in the physical, mental, psychosocial and spiritual life of a resident.
- Thirty quality indicators are monitored.

Did You Know...

- Loss of meaning in life is associated with declines in both mental and physical health status.
- Loneliness has been implicated in the development of cognitive deterioration, social isolation, hopelessness and decline in ability to do most activities of daily living.
- The Eden Philosophy, a model of care to be used at Tatagwa View, addresses both loneliness and lack of meaning in life.

Marnell Cornish
Nurse Manager
Souris Valley Extended Care Centre
Weyburn

within budget and will also house the Region's laundry services and Administrative offices. The facility will also offer beds for Inpatient Mental Health.

Tatagwa View is being built on the grounds of the Souris Valley Extended Care Centre. Landscaping will make for a very attractive setting. The setting and the more functional design of living spaces are factors in our Region adopting the Eden Concept as the model of care for the residents. The Eden Concept stresses that a Care Home should be more like a home and less like an institution. There will be more of an emphasis on plants, pets, and staff members socializing with the elders who live there. Our elders will make more decisions about how they live and what goes on in their lives. We hope that more autonomy for our elders, more visits and activity will increase the sense of purpose in their lives and decrease feelings of loneliness, hopelessness and boredom. Ongoing training has been carried out with staff throughout the year; staff , residents , and members of the community are looking forward to the new facility and lifestyle. The Region will look at expanding the Eden Concept to our other long-term care facilities in the future.

Also approved, is a new 24-bed Personal Care Home near the White Bear Health Facility on the White Bear Indian Reserve. White Bear Health Station offers culturally sensitive services to its predominantly Aboriginal population. Many staff have been trained both at White Bear and other Saskatchewan institutions to offer these services.

White Bear is justifiably proud of offering training to 18 aboriginal Home Care/ Long-term Care Aides who have now graduated from their course. These workers will provide a solid base for staffing this new facility. The community is looking forward to the opening of and the services that will be provided at this facility.

The Sun Country Health Region believes in rationalizing our services. This makes them more relevant to the health care consumer, as well as more efficient and cost effective. In Kipling an agreement has been achieved to pursue the integration of Kipling Hospital and Willowdale Lodge. A study has been completed with the input of staff members, management, the architect, members of the community and the Sun Country Health Region Board. The integration of these two facilities would mean that services such as acute care, long-term care, home care, social work, mental health, public health, the physicians' clinic and case management would be housed under one roof. This would provide a seamless, one stop shopping concept for the health care consumer.

Program Planning

Other service changes have included the centralization of obstetrics to Weyburn and Estevan and regular orthopedic surgery at Weyburn General Hospital. A working group was established to examine options for the relocation of the in-patient mental health unit. The in-patient mental health unit currently located in the Community Health Services building will be relocated to a "House" in Tatagwa View in the late fall 2004. Tatagwa View is Phase 1 of health redevelopment in Weyburn; the future Phase 2 will include an acute care facility with access to Emergency Department, Lab, X-ray, physicians and other services. Having access to inpatient psychiatric care in the same manner as if you were going to hospital for surgery, achieves much in normalizing the individual and family experience in the health system. This ongoing process will contribute to the decrease of the stigma of the institutional segregated approach to care.

TeleHealth

The Sun Country Health Region welcomes plans for the expansion of TeleHealth services to Weyburn, Estevan and Kipling. TeleHealth will offer benefits to both consumers and staff members in the areas of diagnosis and education. Through modern technology this can now be provided by specialists, such as psychiatry who are often several hundred kilometers away, but seem to be in the same room with you. This system will also offer efficiencies to clients and staff in accessibility and cost savings re communication and meetings. It will greatly benefit our physicians with their Continuing Medical Education training and is a factor in making our Region a more attractive area in which to work for many hard-to-attract professionals.

Capital Equipment Planning

As well as the new Digital Radiography equipment at the Weyburn General Hospital, the Sun Country Health Region has been able to purchase much needed equipment. Some of this includes:

- A new ambulance that will provide service to the Estevan area
- New therapeutic whirlpool bathtubs in Estevan, Lampman and Weyburn
- Holter monitor and recovery room stretcher in Weyburn
- Portable ventilator in Kipling
- Fetal heart monitor in Weyburn
- The asphalt roof on the north end of the Weyburn Special Care Home was replaced with a metal roof and a number of air handling units were replaced to provide better cooling. This was part of a jointly funded project with SaskHealth.

Thanks go to many corporations, including Group Medical Services (GMS) and the Weyburn (El Rancho) Travelodge , that made donations towards the purchase of this equipment. Thanks

Did You Know...

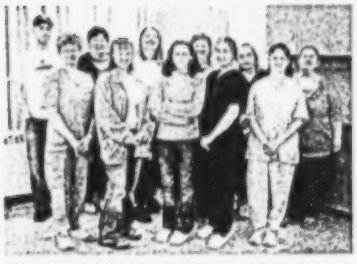
- Results of a project to determine safety and effectiveness of nurse telephone consultation showed:
- nurses managed 50% of all calls without referral to a physician.
- a 70% reduction in telephone advice from a physician.
- a 38% reduction in patient attendance at a primary care centre.
- a 23% reduction in home visits.
- no increase in adverse events.

Did You Know...

- The Home Care/ Special Care Aide course is a combined SIAST / Sun Country Health Region course that is taught by SCHR staff members, within the Facilities of the Health Region

- Topics that are covered in this course Include:
  - personal care
  - personal competence
  - safe environment
  - human growth and development
  - dementia
  - Communication

June 14, 2004 Grad Class



June 4, 2003 Grad Class

also go to many private individuals for their donations - they are too numerous to mention. In this and many other areas we receive outstanding assistance and collaboration from our partners in the community.

Recruit, Retain and Train Health Providers

As well as the advances in recruitment that are detailed in the major Initiative and Accomplishments section, there has been significant progress in areas that address issues of work place improvement. These accomplishments will enhance the potential for retention of employees and will make the Sun Country Health region a more attractive place to work.

New initiatives and /or procedures have been implemented including:

- enhancements to electronic staff scheduling
- increased ability for data retrieval from the provincial payroll system
- changes to enhance the Regional posting process
- procedures defined with CUPE regarding the planned move to Tatagwa View

Employee Education
Education sessions were implemented in the areas of Eden awareness, dispute resolution, harassment awareness and prevention, disaster planning/emergency preparedness, management development, communications skills, benefit administration and others. These were supplemented with numerous other education and professional developments as provided by external sources in such areas as Physical Therapy, Lab., X-Ray and Pharmacy.

Workplace Health & Safety
Aggressive OH&S and disability management programs have been established to best enable staff to work safely and to ensure that injured staff return to work in the most mutually beneficial time and manner. The Ability Management Program continues to be aggressively implemented with a goal of bringing injured workers back into the workplace in a responsible manner. We have increasingly involved workers in many of our OH&S initiatives including policy development for OH&S Audits, Workplace Harassment, Workplace Violence and others. The Transfer, Lift and Repositioning Program is being developed for Regional implementation.

Aboriginal Employment Development Program
The Sun Country Health Region is pleased to have joined its unions, SAHO and the Province of Saskatchewan in signing the

Aboriginal Employment Development Program, which ensures that more Aboriginal people will participate in Saskatchewan's economy. The Human Resources Department continues to participate in and implement initiatives to support a representative workforce for Aboriginal workers.

Collective Agreements
Considerable work has been accomplished and is in progress with our unions to effectively make needed changes. In 2003, a transitional plan was negotiated with CUPE in order to position the Region's support workers, who were previously in a different collective agreement, into the CUPE collective agreement. For 2004, successful implementation included seniority lists, language for call in, work schedules and a postings procedure.

Following the signing of a Letter of Agreement with Unions representing support workers on the provincial Joint job Evaluation program, implementation followed and included all affiliates. This will continue to be implemented over 2004 and includes revised wage rates, grand-fathering provisions and the establishment of job descriptions.

As the year ended, the preparation for negotiations is in the final stages for two health care unions whose collective agreements have expired as of March 31, 2004.

Community Programs

Considerable progress has been accomplished in all the Sun Country Health Region community services programs. Much of this progress is ongoing.

Home Care
Community Services engaged in an ongoing process to provide and ensure standardization of Home Care services across the Region by reviewing, updating and formulating new regional policies and procedures. This was particularly important to ensure consistency of programs between three former health districts now becoming one region. Examples of these initiatives include the standardization of the intake process, the use of the Regina Risk Indicator Tool, OH&S working alone protocol for staff, and the use of the Procura system involving Internet scheduling, timekeeping and billing system.

A good example of updated and expanded Home Care services is the implementation of a new wound care protocol. Wound care that previously would have kept some clients in hospital, or returning for emergency treatment in our facilities,

Did You Know...

- The Sun Country Health Region has 28 Occupational Health & Safety Committees that monitor safety issues in all our Facilities.
- These committees assist with the safety education of approximately 2,600 employees, including sites and employees in our Affiliates.
- OH&S committee members are trained and qualified in all aspects of safety in the workplace.
- OH&S provide on-site safety education to all workers.
- OH&S strives to make all sites safe, and free of harassment and violence.
- All worksites are inspected at least annually; recommendations are followed up to address safety issues.
- All OH&S committees meet at least quarterly.
- All relevant workers are trained in the TLR (Transfer, Lift & Reposition) program; this assists in reducing injuries to workers and clients.

Shirley Thera
Workplace Health & Safety Manager
St. Joseph's Hospital, Estevan

Did You Know...

- The Sun Country Health Region awards a Certificate of Recognition to businesses that establish a smoke free environment.
- Businesses that go smoke free report that they save money on cleaning bills, no longer have a chronic smell of smoke in the air, and their clientele like the change.
- A smoke free environment supports the increasing number of smokers who are trying to quit and promotes a good example for children to adopt healthy habits.
- Businesses wishing to apply for their Certificate of Recognition can call Donna Wolfe, SCHR Health Promotion Consultant at 842-8632.

is now being done in the home by Registered Nurses or Licensed Practical Nurses. A review of the Nova Scotia Protocol on wound care has assisted this initiative. Both our clients and the use of Inpatient/ Outpatient institutional services are served better by doing this in their homes.

Tobacco Reduction Strategy

Tobacco usage, the rate of smoking within the Region and smoking in public places have all received attention in the past year. Sun Country Health Region Community Services has expanded its partnerships with other sectors to create more coordination in initiatives on advocacy and prevention. The Heart and Stroke Foundation and the Cancer Society have been particularly important partners in lobbying the Provincial Government and local city councils for smoke free public places. Staff have also worked with Regional School divisions in School Plus programs and in educational programs on the risks of smoking and the harmful effects of second hand smoke, especially for children. Information and encouragement for smoking cessation supports are available. The Medical Health Officer and Health Promotion consultants have provided support for public places who have gone smoke free or who are in the process of going smoke free.

Health Promotion Partnerships

Many initiatives have taken place to enhance partnerships with other Regional services; a great deal of progress has been made in this area. Successful enhanced partnerships have been established with organizations such as justice, education, community resources and employment, culture, sport and education and community colleges. This has increased the capacity to provide education and prevention activities and has created supportive environments to influence knowledge of and response to health issues in the Region. Work in the RIC, Regional Intersectoral Committee, has provided many opportunities to educate partners on health status, needs, and specifics related to the Regional Environmental Scan.

Participation in the Provincial School Plus has also been key in establishing community partnerships. School Plus brings together various sectors, including families, individuals and human services to support and share the responsibility for the well being and education of children. Intersectoral planning is done on a range of issues such as keeping children in school, preventing drop outs, meeting the needs of young mothers, and identifying issues and responses related to bullying. Sun Country Health Region supports shared services of staff that can provide support to families in school including the School based Family Counseling Program and Social Skills Program. Health professionals including public health nurses,

nutritionist, mental health and addiction staff, health promotion consultants, and dental health educators are also involved in the School Plus initiative.

Health Promotion

The Regional Health Promotion Steering Committee continues to expand its membership to engage our intersectoral partners. Priority areas for action have been established as mental well being, accessible nutritious food, decreased substance use & abuse, and active communities. This committee will focus on developing and implementing regional plans, identifying local objectives, indicators and strategies, allocating resources and collaborating with partners in the community. The population health promotion strategy for Saskatchewan provides a framework for population health promotion work at the local, regional and provincial levels. It builds upon work already being done in health promotion, disease prevention and challenges communities to move beyond traditional health education approaches to create environments where residents may find it easier to take positive actions for their health.

Successful enhancement of Regional Committees has been a focus; this has included establishing specific terms of reference for each committee and paying particular importance to partnership representation. This process gives a foundation for enhanced health promotion initiatives and standardization. Regional committees that have engaged in this process include:

- Palliative Care Steering Committee
- Infection Control Steering Committee
- Diabetic Steering Committee (including Obesity/ Diabetic Subcommittee)
- Health Promotion Steering Committee
    - subcommittees include breast feeding, mental health promotion, tobacco reduction, injury prevention, farm injury prevention, fall prevention.

Public Health Inspection Monitoring System

The development of an in-house course for Public Health Inspectors has been implemented. A tracking tool has been incorporated including a monitoring system to schedule preventive work. This has produced more coordination and efficiencies in many areas such as food services in restaurants and water quality.

Infection Control Measures

Progress has been made and is continuing in infection control measures. The ongoing development of the regional infection control manual highlights important infection prevention and control, including a regional respiratory outbreak and SARS protocol. These will assist in protecting both staff and clients.

Did You Know...

- The Sun Country Health Region Diabetes Education Program offers assessment and regular classes to people who have diabetes.
- These classes assist with the management of Type 2 diabetes, and allow those with this disease to reduce complications and live healthy lifestyles. Classes include topics such as:
  - proper diet
  - monitoring of blood sugar
  - the role of exercise
  - foot care
  - blood pressure control
  - taking medication appropriately
- Referrals and/or more information - call Kay Steele, SCHR Diabetic Nurse Educator, (306) 453-2319.

Kay Steele
Diabetic Nurse Educator

The Sun Country Health Region Influenza Pandemic Committee expanded its partnership with other community sectors to provide education to the public and a coordinated response to a potential future influenza pandemic.

Mental Health Services

An external program review of Mental Health Services continues. The review will assist this program to set priorities and assess the needs of the community partners and the consumers. Successful initiatives in Mental Health have included the recruitment of the Regional Director of Mental Health and Addictions, and the Manager Inpatients and Rehabilitation, the establishment of an enhanced Outpatient Mental Health Day Therapy Program (accessible to Inpatients and Outpatients), the relocation of the Mental Health Inpatient Unit to Tatagwa View following a great deal of consultation with many groups and sectors (such as SMILE services in Estevan), and increased partnership with Regina Qu'Appelle Health Region regarding contingency planning and coordination of psychiatric services.

Diabetes Education

Sun Country Health Region supports various community initiatives to address the issues of diabetes and obesity. This is done by many activities such as diabetic education classes, and also providing rural community diabetic prevention grants. These grants have been offered to nine (9) rural communities in the Region to support activities that reduce the risk conditions that contribute to the development of diabetes, and to create social and physical environments that make it easier to make healthier choices. This ultimately enhances the potential for individuals, families and communities to take action on this challenge we face.

Fitness Instructor Program

A Fitness Instructor Program was planned and implemented. This program will allow participants from many localities within the Sun Country Health Region to become certified Group Fitness Instructors and was planned and implemented with the participation of other community partners. Response to this course has been very positive and will increase emphasis on and opportunities for more exercise and physical fitness in our Region. This is an important initiative to address issues such as obesity and Type 2 diabetes.

Linkages to Educational Organizations

The Region's Community Programs have also put a priority on developing linkages to universities. This is important for recruitment and retention issues as well as positive links and sharing information in a number of areas. Universities include the University of Saskatchewan, the Universities of Regina, Brandon and Calgary and various universities in the American Midwest.

Indicators

Absenteeism

Absenteeism due to illness or injury continues to generate much discussion among all industries nationally. With costs on the rise, attention has turned to developing programming with benchmarks or indicators and evaluation tools. Sun Country shares the concerns expressed by others.

In the 2003 – 2004 fiscal year Sun Country paid in excess of $1,755,100 in sick leave benefits alone.

Many factors influence the amount of sick time used. Statistics Canada has information that suggests those in health related occupations are **more** likely to miss work for illness and injury than those who work other sectors. More recent studies have shown correlation between absenteeism and age of the workforce, communication between employees and their supervisors as well as scheduling practices.

Indicators continue to be evaluated for appropriateness. The following are a few indicators and statistics Sun Country Health Region have been watching closely.

1. **Total Paid Sick Leave by Union Affiliation/Employee Type – Sun Country Health Region April 1, 2003 to March 31, 2004.**

Affiliation	Average Hours/FTE	Hours by Employee Type	Provincial Average
Support Workers CUPE-affiliated	88.9 Hours	Full-Time - 88.44 Hrs Part-time - 63.01 Hrs Casual - 44.12 Hrs	92.9 Hrs
Professional Workers	65.11 Hours	Full-Time - 71.45 Hrs Part-Time - 52.49 Hrs	64.35 Hrs
Non Unionized Workers	37.25 Hours	Full-Time - 27.5 Hrs Part-Time - 20.36 Hrs	47.91 Hrs
Registered Nurses	87.64 Hours	Full-Time - 88.16 Hrs Part-Time - 61.2 Hrs	90.32 Hrs

2. **Total Unpaid Sick Leave by Union Affiliation/Employee Type – Sun Country Health Region April 1, 2003 to March 31, 2004.**

Affiliation	Average Hours/FTE	Hours by Employee Type	Provincial Average
CUPE	66.63 Hours	Full-Time 41.30 Hrs Part-Time 23.68 Hrs Casual 1.65 Hrs	Unavailable
HSAS	4.29 Hours	Full-Time 4.29 Hrs Part-Time 0 Hrs Casual 0 Hrs	Unavailable
Non-Unionized	0 Hours	Full-Time 0 Hrs Part-Time 0 Hrs Casual 0 Hrs	Unavailable
SUN	56.06 Hours	Full-Time 22.84 Hrs Part-Time 33.152 Hrs Casual 0.06 Hrs	Unavailable

Explanation of abbreviations:

- FTE – Full time equivalent (equivalent of one (1) full-time worker)
- CUPE – Support Staff under the Canadian Union of Public Employees
- HSAS – Professional Staff under the Health Sciences Association of Saskatchewan
- SUN – Registered Nurses and Registered Psychiatric Nurses under the Saskatchewan Union of Nurses

As a result of the above statistics a number of initiatives have been/are being utilized. Disability Management has been centralized in an effort to coordinate the activities of our disabled and injured in a consistent manner. Employee Family Assistance Programs (EFAP) are available to all staff within the Region, providing counselling in many areas including mental health. Programming surrounding the topics of employee absenteeism and workplace wellness are currently being developed or expanded to meet the needs of a vast geographic region.

Regional Indicators

1. **Infant Mortality Rate:**
   The infant mortality rate is an important measure of the well-being of infants, children, and pregnant women because it is associated with a variety of factors, such as maternal health, quality and access to medical care, socioeconomic conditions, and public health practices. Typically, the infant mortality rate for Sun Country has compared favourably with provincial and regional rates. Between 1997 and 2001, the infant mortality rate (per 1,000) for Sun Country was 5.7, much less than the provincial average of 6.9 (per 1,000).

2. **Life Expectancy**
Life expectancy from birth is a frequently utilized and analyzed component of demographic data. It represents the average life span of a newborn and is an indicator of overall health. Life expectancy can fall due to problems like poverty, low education levels, disease and poor health. Improvements in health and social conditions increase life expectancy. Women almost always have higher life expectancies than men. In Sun Country, for example, life expectancy at birth for women is 82.4 years, compared to 75.8 years for men. This may be due to differences in risk-taking behaviour such as smoking, driving, and alcohol consumption as well as occupational hazards (such as farm chemical use, farm injuries and stress). In Sun Country, life expectancy at birth is about average - 75.8 years, compared to 75.6 for Saskatchewan.

3. **Overweight and Obesity Rates**
Obesity is a major risk factor for several chronic conditions such as type 2 diabetes, heart disease and certain cancers. It is also linked to poor mental health, including depression. Body Mass Index (BMI), calculated as a proportion of weight to height, is used to determine whether individuals are considered overweight (BMI 25 to 29) or obese (BMI 30+). In the Sun Country Health Region, approximately 40% of the population is considered overweight, with an additional 20% considered obese. This is one of the highest proportions in the province. Various factors contribute to obesity including access to recreational opportunities, access to good nutritious food, physical activity and socioeconomic status. Our rural population (see environmental scan) presents many challenges with respect to equitable access to both good nutritious food and recreational opportunities (see below).

4. **Participation in Physical Activity**
Regular physical activity provides many health benefits including reduced risk of type 2 diabetes, certain cancers, osteoporosis, obesity and heart disease. Physically active individuals are also less likely to be stressed and depressed. In the Sun Country Health Region, approximately 52% of the population aged 12 and over is considered to be physically inactive. This is among the highest in the province and helps, in part, to explain the high regional overweight/obesity rates.

5. **Smoking Rates by Age and Sex**
Tobacco use is the leading cause of preventable illness and death in Canada. It is linked to the development of heart disease, cancer, and stroke. Tobacco use is more common in groups with lower socioeconomic status as well as those with chronic physical and mental health conditions. In the Sun Country Health Region, approximately 26% of individuals over

Did You Know....

- In a recent year, preventable injuries cost the people of Saskatchewan $595 million.
- Wearing a bicycle helmet decreases the chance of a brain injury by 85%.
- You are to ride your bicycle on the right side of the road.
- Wearing seat belts and having air bags can reduce motor vehicle injuries by 61%.

Laurie Decker
Acquired Brain Injury
Coordinator (Estevan)

12 years of age are current daily or occasional smokers, slightly less than the provincial average of 27.9%.

6. **Self-reported Health Status**
   Self-reported health status is a good general indicator of the overall health status of an individual. In the Sun Country Health Region, approximately 36% of individuals rate their health as very good, while an additional 21% rate their health as excellent. This is very close to the provincial average and fairly positive given the "older" regional population (see environmental scan).

7. **Diabetes Prevalence Rate**
   In the Sun Country Health Region, the crude diabetes prevalence rate is approximately 43 per 1,000. This is greater than the crude provincial rate of 40.2 but is influenced by the "older" population of the region. When age and sex are accounted for, the prevalence rate drops to 36.9 per 1,000, one of the lowest in the province. Although age is a contributing factor for diabetes in the Sun Country Health Region, current overweight/obesity rates and the low participation in physical activity of regional residents suggests an increase in diabetes rates in the future.

8. **Child and Youth Injury Hospitalization Rates**
   For the past 10 years, injuries have been a leading cause of hospitalization for children and youth (0 – 19) in the Sun Country Health Region, the most common being accidental falls. Child/youth injury rates for Sun Country have traditionally been much greater than the province and this is true for both sexes. In 2001/02, the injury rate for male youth in Sun Country was almost 56 per 1,000, compared to 38.2 per 1,000 for the province. The rate for female youth in Sun Country was almost 51 per 1,000, compared to 35.1 per 1,000 for the province.

Chlamydia

Chlamydia case rates are an indicator of high risk, unprotected sexual activity. The information may be linked to the effectiveness of public health messaging on disease prevention and harm reduction and adequate treatment of cases and follow up. In the Sun Country Health Region, Chlamydia rates (per 100,000) for both women (79.6) and men (39.1) are well-below the provincial rates and are among the lowest in the province. This would reflect, in part, the older population of the region, which is less likely to engage in high-risk sexual activity.

Influenza Immunization for Older Adults

Influenza, particularly in older adults, is both debilitating and potentially life-threatening. Immunization against influenza is a very effective way of reducing both its incidence and impact. This is particularly important in the Sun Country Health Region as we have an "older" population (see environmental scan). In 2002/03, 61% of those 65 years of age and over in the Sun Country Health Region were immunized against influenza. This is about average.

Mental Health and Addictions

The provision of mental health and addiction services in the Sun Country Health Region is impacted considerably by the population it serves. The Health Region is vast, with a significant rural population. It is also an "older" population, with many of these individuals living alone, in rural communities or on farms, and without family nearby (see environmental scan).

1. **Average Length of Stay of Mental Health Inpatient Clients Compared to Expected Length of Stay:**
   Average length of stay can be used to determine the effectiveness of internal and community-based services. In the Sun Country Health Region, average length of stay for mental health inpatients was 18.2, compared to the provincial average of 14.8 days. It is also helpful to know how the average length of stay compares to the expected length of stay. This helps to determine whether or not the services provided are appropriate. In the Sun Country Health Region, average length of stay exceeds expected length of stay by approximately 6.5 days. This is much greater than the provincial average of 1.74 days. There are several possible reasons for this. There are significant challenges associated with providing adequate social and community resources to such a diverse and isolated population. This is particularly difficult with respect to "older" inpatients that often have no family to draw upon for support.

2. **Alcohol and Drug Inpatient Treatment Completion**
   At this point the Sun Country Health Region Mental Health Services is not breaking down its Inpatient Mental Health clients into subcategories such as Alcohol and Drug. Our services to date have only differentiated by (medical) diagnostic category. The present statistics list only one (1) Sun Country Health Region client in this category...statistical probability suggest that there were many more, but at present it is impossible to do any analysis based on one case.

   In the future we hope to improve our statistical package in order to give information based on subcategories. This information is needed in order to plan quality services in different areas.

3. **Alcohol and Drug Outpatient Treatment Completion**
Treatment completion rates are a good indicator of successful and appropriate treatment. They are also an indication of appropriate and supportive community resources. In the Sun Country Health Region, approximately 24% of alcohol and drug outpatients successfully complete treatment. This compares to 33% for the province. One of the contributors to this could be the lack of outpatient support services, particularly in the isolated rural areas. In general, Sun Country residents experience a lack of alternative recreational opportunities which can exacerbate non-compliance with the program.

4. **Problem Gambling Treatment Completion (Outpatient Services)**
Problem gambling treatment completion rates are a good indicator of successful and appropriate treatment. They are also an indication of appropriate and supportive community resources. In the Sun Country Health Region, 25% of outpatients successfully complete treatment, which compares favourably to the provincial average of 21.43%. One explanation for this could be the decreased accessibility of gambling opportunities, particularly compared to the larger urban centres.

Public Health Inspection

Inspection rates of Public Health Act regulated facilities are an indicator that these facilities are being monitored for compliance with regulatory requirements. It is assumed that infractions and faulty practices in food establishments are identified and reduced through the inspection process, thereby reducing the risk to the public consuming food from these premises. The Sun Country Health Region has incorporated a risk based inspection system which is used to determine inspection frequencies. The proper education of food handlers is also assumed to reduce risk and 204 food handlers in Sun Country Health Region were trained in 2003. During the period of January 1, 2003 to December 31, 2003 there was a vacant public health inspector position for 6 months. Because of this staff shortage, inspections were conducted on a priority basis and some lower risk facilities were not inspected. During that time period 71% of food eating establishment facilities, 35% of licensed accommodations and 70% of swimming pools were inspected. It should be noted that most licensed accommodations in our Region are inspected every two years, based on their relatively low risk to public health.

Primary & Integrated Health Care

1. **Average Length of Stay**
   Average Length of Stay (ALOS), as an indicator, can be reviewed to determine the effectiveness and efficiency of bed utilization within the hospital setting. In Sun Country Health Region, the Average Length of Stay for Acute Care within our hospitals for the year 2001/02 is 4.8 days per admission. This can be compared to the Provincial average of 5.7 days. The ALOS for SCHR has decreased by 29% since 1991/92.

   Our ALOS has declined with adopting such practices as day surgical procedures, shorter post-op stays for in-patient surgery, and moving long term clients into supportive care beds sooner. An example can be shown by the following indicator: the percentage of same day surgery as a percentage of the total number of surgical cases performed in a year. For SCHR, this rate is 37%, a 225% increase since 1991/92 .This rate is still below the 2001/02 provincial average of 55%.

   Bed utilization can also be shown by the 60% decrease of in-patient days and average daily census since 1991/92. This Region compares favourably to other hospitals of similar size. All these factors allow for more frequent turnover and improved acute care bed utilization.

2. **Resource Intensity Weight System**
   The Resource Intensity Weight (RIW) system is a relative resource allocation methodology for estimating a hospital's inpatient specific costs for both acute and day procedure care.

   RIW's are driven by a model of how case costs and Expected Length of Stay (ELOS) vary by factors such as case mix groups and age.

   In Acute Care for Sun Country Health Region, based on a total number of 5,181 medical and surgical cases, for 2001/02 the average Inpatient RIW was 0.84 per case or 0.17 per day. This compares to the Provincial average of 1.18 per case or 0.21 per day.

   For Day Procedures, our total cases for 2001/02 was 7,263, a decrease of 37% since 1991/92 .The average weighted case was 0.74 compared to the provincial average of 0.13.

Summary Report on Health Care Organizations

Operating Agreements Signed with Affiliates

To establish efficiencies and consistency for services, and compliance with the Regional Health Services Act, Section 34, the Sun Country Health Region and its Affiliates have signed a standard operating agreement. The Sun Country Health Region Affiliates include: St. Joseph's Hospital in Estevan, Radville Marion Health Centre in Radville and Sunset Haven in Carnduff . Moose Mountain Drug and Alcohol Rehabilitation Society Inc. in Kipling is a community based organization that receives their funding through the Sun Country Regional Health Authority.

The standard, written operating agreement sets out the health services to be provided by the health care organization, establishes the funding to be provided by the Sun Country Regional Health Authority for the health services provided by the Affiliate, contains a process for resolving disputes pursuant to the agreement and remedies for breaches of the agreement, sets the terms for the agreement, and contains any other prescribed matters as agreed to by both parties.

1. St. Joseph's Hospital of Estevan

St. Joseph's Hospital, an affiliate organization in Estevan, is a district hospital with 53 acute care, four respite care and 36 long term care beds. Programs housed in St Joseph's include: Home Care, Public Health, Community Mental Health, Therapies, Addiction Services, Acquired Brain Injury, Health Promotion, Public Health Inspection, Parenting Skills Education, and a number of administrative offices.

St. Joseph's provides centralized dietary services and provides meals for Estevan Regional Nursing Home and Creighton Lodge. In addition, laundry services are provided for Estevan Regional Nursing Home, Galloway Health Centre in Oxbow and Mainprize Manor in Midale. St. Joseph's Hospital receives Financial, Human Resources and Payroll support from the Region.

2. Radville Marian Health Centre

The Radville Marian Health Centre is an affiliate of the Sun Country Health Region. This facility has 49 long-term care beds and three sub acute care or multi purpose beds (palliative care, respite, assessment). In addition, there is a Medical Clinic serving Radville and area, within the complex. The facility receives Financial, Human Resources and Payroll support from the Region.

Did You Know...

- In Estevan, the rate of Caesarean Section has been 15 to 18% of births over the last five years. This is below the Canadian average of 22.5%.
- A recent study revealed that 18% of hip fractures were due to falls related to poor vision. See your eye Doctor on a regular basis.

Mary Anne Veroba
Director Patient/Resident Care
and St. Joseph's Hospital Staff
Estevan

The Sun Country Health Region operates Emergency Health Services. There is a very positive relationship between the two Boards and Management.

3. **Borderline Housing**

Sunset Haven is a long-term care facility that has 42 L.T.C. beds and one Respite bed. This facility is physically attached to Borderline Housing in Carnduff. Borderline has 19 one-bedroom suites and 18 enriched housing rooms. The Gainsborough/ Carnduff Ambulance Service is stationed in Carnduff at Borderline Housing. The Region and Borderline have established a working agreement where Sunset Haven staff provide home care services to residents who qualify for services in Borderline. This achieves efficiencies for both organizations.

4. **Moose Mountain Drug and Alcohol Rehabilitation Society Inc.**

The Moose Mountain Drug and Alcohol Rehabilitation Society, a community based organization, is a two bed unit providing alcohol and drug detoxification services. This program is located in Kipling Memorial Health Centre. This organization also provides outpatient counselling services. Funding for this is provided through the Sun Country Health Region.

Challenges & Future Directions

During this year the Sun Country Health Region has consolidated its Management Group, policies, and many of its services. It has made plans at the Management / Board levels towards future services and goals under the four Goals specified in the Performance Plan of SaskHealth.

This has and will provide the basis for more equitable, comprehensive and consistent services for the health care consumers in our Region. A great deal of progress has been made, but there are many challenges ahead.

Recruit, Retain and Train Health Providers

Like most Health Care Regions in rural Saskatchewan, our greatest challenge is to recruit health care professionals in many disciplines, and to retain and develop our current staff. While we need to recruit staff in most professional groups, difficult to fill categories include Registered Nurses in all specialties, Physicians, Psychiatrists, Rehabilitation Professionals, Lab and X-Ray Technicians and Pharmacists. We also need to continue to enhance our efforts with respect to the retention of staff through the provision of quality jobs, educational opportunities and maintaining and enhancing a safe, healthy workplace.

Human Resources needs to continue to work with the Unions to complete the transition of staff and positions from the Souris Valley Extended Care Centre to the new Tatagwa View facility. This will involve a continuation of the training that has been provided over the last year, as well as a shift in philosophy of providing long term care. We will also need to continue to implement further initiatives to support a representative workforce for Aboriginal workers.

Human Resources has done considerable work in the use of technology in areas such as electronic staff scheduling and payroll reporting; we will need to continue these initiatives and expand in these areas. Continuing work is also needed in areas such as completion of the Physician Plan, planning towards the Accreditation process in May 2005, Human Resources Planning and Policy Development.

Improved Access to Quality Health Care Services

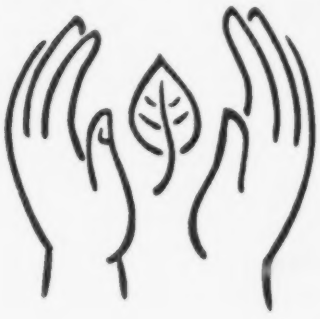
In the area of Improved Access to Quality Health Care Services recruitment is also our greatest need and challenge. Recruitment is key not only to establishing services that the Sun Country Health Region plans to provide to its health care consumers, it is also a necessity in the continuation of services in many of the rural communities in the Region.

Did You Know...

- The basic pickup fee for Ambulance services is $200. The mileage charge for out of town transportation is $2/ km.
- The fee for this service is subsidized by SaskHealth; the cost to the consumer is much less than the actual cost of providing the service.
- A new, recently purchased Ambulance cost $110,000
- The costs to seniors (age 65 & over) is a maximum of $250 for any one trip.
- Ambulance staff are well trained professionals who provide excellent emergency care; two ambulance staff are present for every ambulance trip.

Did You Know...

- The Eden Concept will be the model for life at Tatagwa View, the new Sun Country Health Region 125-bed Care Facility in Weyburn.
- The Eden Concept stresses that long-term care homes should be homes more than an institution.
- Plants, pets, colourful pictures, music and activities will fill the lives of our Elders who live there.
- The Elders will make decisions about their lives, their activities and what they will do today, tomorrow and next week.
- The Eden Concept will allow our Elders to stay more involved, active and happy.



An equally significant challenge will be the maintenance of quality services within the budget. While the Sun Country Health Region did receive an increase in its budget, this increase will not cover the rising costs of service delivery. The health care consumers within the Region have come to count on the provision of all services. The Sun Country Health Region strongly believes in a balanced budget. It is within this context, that health services are being reviewed and planning for the future.

The Sun Country Health Region has made great strides in the development of Primary Care. We have provided information and opportunities for discussion to our staff, physicians and the public, particularly in the rural communities. An expansion of these efforts is needed. Staff professionals and the public need to know the advantages of this model of care, and the potential benefits to a population that is aging and live in rural areas. Good primary health care can help to ease the strain on our physicians. In order to set up more Primary Health Care sites, trained staff, particularly in the area of Nurse Practitioners, are also needed.

Establishment of a Dialysis Program at St Joseph's Hospital in Estevan is also a challenge. There is no doubt that this would be a valuable, needed service for clients that are regular users of this service, and have to travel great distances to access it. Again, recruitment of qualified staff to provide this service is a major issue.

The benefits of the Eden Concept in the provision of long term care are readily evident. Significant training and promotion of this concept has been done. The challenge now is to take this past the theoretical stage and implement it. We also recognize the need to expand this concept beyond the new Tatagwa View Facility and to implement it in our long-term care facilities throughout the Region.

Staff, Physicians and consumers are looking forward to the great potential that Telehealth will offer to the Region. The efficiencies involved in groups being able to meet with each other, face to face, without the need to spend hours in traveling will be welcomed. This system will also be invaluable in the area of remote diagnosis with specialists and with educational opportunities for our professionals. The Region needs to proceed with fully operationalizing this technology in Weyburn, Estevan and Kipling and in providing information to our staff and health care consumers about the availability and benefits of this service.

In similar fashion, HealthLine is also a modern technological service that is valuable to the staff and consumer group. In a rural area, accessible health care advice from trained professionals is not only needed, it can sometimes save a costly and unnecessary trip to the emergency room. We will continue to provide information on the availability of this service, and how easy it is to use.

Rising health care costs, particularly in the areas of prescription drugs and transportation to specialist and other services are a challenge in the Sun Country Health Region. Another challenge that touches on many areas, including HealthLine, the provision of Primary Health Care, Health Promotion and Emergency services, is to encourage our consumers to take responsibility for their own health and some of their own care and to provide them with the necessary information towards that end.

Community Programs

In the area of community services and public health, the challenge is not only to improve and bolster the services, it is also to promote the identity of Sun Country Health Region services. If more of the residents of the Region know who we are and what we do, accessibility to our services will be enhanced and work we do with our community partners will be improved.

The services involved in community health and health promotion are not as visible or as easily understood as acute care services. The community not only needs information on what services are provided, they also need to know the value of these services. If we can provide excellent home and preventive services, and if the community can appreciate that health determinants and lifestyle choices can lead to good or bad health, the demands on acute and long term care will eventually decrease. The residents of the Region need good information in areas such as the negative effects of obesity, the benefits of regular exercise, the dangers involved in farming and substance abuse and other addictions. The SCHR Community Services needs to enhance efforts to promote that health services are part of the continuum of care that is provided .

SCHR Community Services and Health Promotion needs to expand the formal and informal methods it uses for promotion of information. On a formal basis, a SCHR Community Newsletter (*The Regional Sun*) has been initiated and is distributed to each household in the Region, and has received good comments. An SCHR Staff Newsletter (*Sun Country Chatter*) is

Did You Know...

- Telephone intervention with patients that reported fair to poor health status resulted in significantly lower medical charges.
- **HealthLine** is a new SaskHealth service that can take your calls about health problems. It's open 24 hours a day, 7 days a week - Registered Nurses are ready to take your call.

Toll free: 1-877-800-0002

- **HealthLine** was started August 1, 2003; it provides round the clock service for both general health information and health advice that is needed now.
- Typical topics that are covered include respiratory problems, fever, diarrhea/ bowel problems, nausea/ vomiting, and minor injuries.
- **HealthLine** is not for emergencies; in cases of emergency call 9-1-1.

also regularly published. We need to continue to use media such as these to provide information. Speeches and presentations to community groups, as well as written material are also good tool for promotion. The use of SCHR Certificates of Recognition in areas such as smoke free public environments can be expanded. On an informal basis, word of mouth is often key to disseminating information in rural areas. Our staff needs encouragement to "get the message out" and will benefit from the provision of timely and accurate information. We also need to work with our community partners to provide information to groups with whom they have close contact.

The Regional Health Promotion Steering Committee, composed of Staff and Board members, will be an important part of working with the public and spreading information about what makes us and our communities healthy. The efforts and commitment of the SCHR Board Education Committee to provide direction and assistance in this area will be valuable. Completion of the Health Promotion tracking tool in June 2004 will also provide baseline information regarding primary prevention activities and will allow for the prioritization of health promotion activities.

Community Health services also needs to continue efforts to reduce the stigma of mental illness. There are many misconceptions and misinformation in the Region about mental health issues. The legacy of services provided at the Weyburn Mental Hospital still influences knowledge and ideas about mental health and mental illness.

It is important to disseminate accurate information that promotes an understanding that mental illness is a disease that can be effectively treated. The community needs information on both inpatient and outpatient mental health services for depression and other mental health diseases as well as for addictions such as gambling, alcohol and drugs. In addition to the methods of dissemination that are described above, we will continue to use and expand partnerships with community organizations such as the Canadian Mental Health Association and promote the services in the Mental Health Day Program and SMILE services.

Efforts are ongoing to complete the Mental Health review recommendations provided by SaskHealth. A key recommendation that will receive attention is to evaluate supports to contract CBOs including CMHA, Moose Mountain Drug and Alcohol and the Group Homes Society. Another key objective is to complete the Child and Youth services portion of the Mental Health review, and follow up on recommendations. The establishment of a new job description for a Mental Health Intake/ Crisis worker will also enhance the delivery of service. Work

will be ongoing towards the establishment of positive networks with surrounding Health Regions in planning for the recruitment of a Psychiatrist and contingency plans for Psychiatry coverage.

Management Discussion & Analysis

2003/04 continued to be transitional for the Sun Country Health Region as activities focused on consolidating financial information and coordinating program delivery.

The Region made the transition to the new Provincal Chart of Accounts in July of 2003 which reflects a more standardized coding of expenditures in all health regions. Work continues on this project to ensure that program expenditures are appropriately reflected. Satellite offices continue to be maintained in Estevan and Wawota.

In early February of 2003, planning for the integration of all facilities into a regional department structure was begun and continued throughout the 2003/04 fiscal year. Regional departments were established to provide for the management and coordination of support services including health records, laboratory services, therapy, diagnostic imaging, pharmacy, emergency medical services, laundry, housekeeping, and physical plant and maintenance. The Regional Directors continued work on standardizing policies and procedures to ensure consistent service delivery across the Region.

Ground was broken for the Tatagwa View long term care facility and support services building in late July with an expected completion date of late October 2004. This building will provide significantly improved accommodation for 125 long term care residents, 10 acute care mental health clients, and support services such as a regional rehabilitation services department, regional materiel management department, a regional laundry and some regional administrative offices.

In times of rapid change, increased threats to the health of the public, and financial restraints the quality management process, planning and guidelines become even more essential. The Region has made considerable progress in its focus on quality improvement and putting in place guidelines and standards (e.g. infection control) that help ensure both excellent care and protection of patients and the community.

The year 2003/04 was successful financially for the Region as it posted a surplus of approximately $2,894 on expenditures of approximately $89,105,537 while maintaining a high level of quality care to its clients. The Region successfully managed its cash flow within the $1.0 million line of credit established under the Regional Health Authorities Act.

Revenue from Saskatchewan Health increased slightly over budget by .7% ($545,427) which is not a significant variance. This was supplemented by an increase in operating donation revenue of $222,719 which is difficult to anticipate and budget for.

Did You Know...

- A committee to look into the future use of the Souris Valley Extended Care Centre building has been meeting for well over a year.
- This committee's membership includes all major stakeholders including the City of Weyburn, the Regional Municipality of Weyburn, the Weyburn Chamber of Commerce, Sask-Health, the Saskatchewan Property Management Corporation, community members and representatives of the Sun Country Health Region.
- The committee has adopted a marketing plan for this building.
- The building is not owned by the Sun Country Health Region; we are only tenants

Did You Know...

- Souris Valley Laundry washes an average of 17,500 to 18,000 pounds of linen each week.

- One washer will wash 330 pounds of linen; one dryer will dry 100 pounds of linen.

Shirley Wheeler
Regional Manager Support Services and Staff
Souris Valley Extended Care Centre
Weyburn

Investment Revenue was significantly higher than budgeted, $220,252 or a variance of 118% due to a later than expected start date for the Tatagwa View long term care facility.

Expenditures for the fiscal year were approximately $89,105,537. Housekeeping and Laundry increased $49,717 (17.79%) from budget due to an increase in supply costs and the one time purchase of additional laundry carts.

Information Technology Contracts & Licenses were over budget by $116,416 or 56% as part of a continuing regional initiative to standardize equipment and software across the Region.

Rent/Lease/Purchase was over budget by $337,713 or 64.5% due to the purchase of minor equipment for facilities throughout the Region.

Repairs and Maintenance were over budget by $375,638 or 32.9% due to an increase in spending on equipment and renovations required to bring each facility up to a common level.

Regional utilities were over budget by 29.8% or $470,441 primarily due to rate increases and a winter significantly colder than anticipated.

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Management's Responsibility

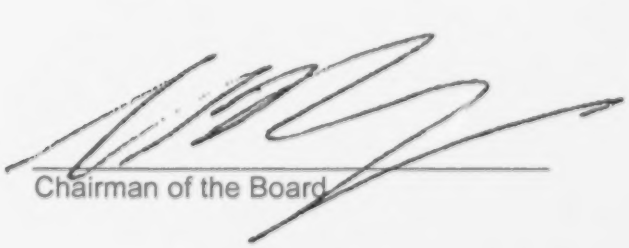
To the Members of the Board of Sun Country Regional Health Authority:

Management has the responsibility for preparing the accompanying financial statements and ensuring that information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and making objective judgments and estimates in accordance with Canadian generally accepted accounting principles.

In discharging its responsibility for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and proper records are maintained.

The Board of Directors are responsible for overseeing management in the performance of its financial reporting responsibilities, and has responsibility for approving these financial statements. The Board fulfills these responsibilities by reviewing the financial information with management and the auditors appointed by the Board.

Meyers Norris Penny LLP (external auditors), an independent chartered accounting firm, are appointed by the Board to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both management and the Board to discuss their audit findings.



Chairman of the Board

VP of Corporate & Financial Services

To the Members of the Board of Sun Country Regional Health Authority:

We have audited the statement of financial position of Sun Country Regional Health Authority as at March 31, 2004 and the statements of operations, supporting schedules, and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Sun Country Regional Health Authority as at March 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

May 6, 2004
Weyburn, Canada

Meyers Norris Penny LLP
Chartered Accountants

SUN COUNTRY REGIONAL HEALTH AUTHORITY

Statement of Financial Position

As at March 31

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	2004 Total	2003 Total (Note 12)
Assets					
Current Assets					
Cash and Short Term Investments (Schedule 2)	$ 4,372,741	918,220	1,240,912	6,531,873	9,432,606
Restricted Cash and Investments (Schedule 2)	951,854	-	-	951,854	817,175
Due from Saskatchewan Health	1,305,213	6,587,746	-	7,892,959	7,891,265
Trade Accounts Receivable	730,810	-	-	730,810	900,405
Accrued Interest Receivable	5,252	-	21,235	26,487	104,180
GST Receivable	296,889	-	-	296,889	158,979
Accounts Receivable - Interfund	114,829	-	(114,829)	-	-
Inventories	751,379	-	-	751,379	847,700
Prepaid Expenditures	620,276	-	-	620,276	409,495
	9,149,243	7,505,966	1,147,318	17,802,527	20,561,805
Long Term Investments (Schedule 2)	304,672	400,000	1,081,227	1,785,899	1,552,198
Long Term Loan Receivable (Note 6)	-	-	100,000	100,000	100,000
Interfund loans (Note 14)	-	(188,943)	188,943	-	-
Capital Assets (Note 3)	-	36,569,353	-	36,569,353	28,494,818
Total Assets	$ 9,453,915	44,286,376	2,517,488	56,257,779	50,708,821
Liabilities					
Current Liabilities					
Trade Accounts Payable	$ 1,510,347	1,539,382	-	3,049,729	2,772,865
Accrued Salaries and Benefits	3,611,993	-	-	3,611,993	3,696,217
Accrued Vacation	4,324,908	-	-	4,324,908	4,208,528
Current portion of Long Term Debt (Note 7)	-	265,873	-	265,873	247,413
Deferred Revenue (Note 8)	420,213	-	-	420,213	429,535
	9,867,461	1,805,255	-	11,672,716	11,354,558
Long Term Debt (Note 7)	-	6,808,934	-	6,808,934	7,075,225
Total Liabilities	9,867,461	8,614,189	-	18,481,650	18,429,783
Fund Balances					
Externally Restricted (Schedule 3)	807,908	643,222	2,517,488	3,968,618	4,166,211
Internally Restricted (Schedule 4)	143,946	674,998	-	818,944	1,055,814
Invested in Capital Assets	-	34,353,967	-	34,353,967	27,031,727
Unrestricted	(1,365,400)	-	-	(1,365,400)	25,286
Total Fund Balances	(413,546)	35,672,187	2,517,488	37,776,129	32,279,038
Total Liabilities & Fund Balances	$ 9,453,915	44,286,376	2,517,488	56,257,779	50,708,821

Approved on behalf of the Board:

Director

Director

(See accompanying notes and schedules)

SUN COUNTRY REGIONAL HEALTH AUTHORITY

Statement of Operations and Changes in Fund Balances

As at March 31

	Operating Fund			Restricted Funds			
	Budget 2004 (Note 13)	2004	2003 (Note 12)	Capital Fund 2004	Community Trust Fund 2004	2004	2003 (Note 12)
Revenues							
Saskatchewan Health - General Revenue Fund	$ 76,653,327	77,198,754	72,154,649	7,294,473	-	7,294,473	6,977,452
Other Province Revenue	398,048	515,137	420,011	217,759	-	217,759	215,451
Federal Government Revenue	-	1,320	-	-	-	-	-
Funding from other Provinces	-	-	-	-	-	-	-
Special Funded Programs	169,116	169,767	144,045	-	-	-	-
Patient Fees	8,843,038	9,175,719	9,108,256	-	-	-	-
Out of Province Revenue	89,900	162,464	171,932	-	-	-	-
Out of Country Revenue	9,440	15,840	15,484	-	-	-	-
Donations	21,400	244,119	216,592	330,622	285,729	616,351	1,119,792
Investment Revenue	101,127	220,252	201,957	43,651	59,492	103,143	98,524
Recoveries	1,102,130	1,196,933	1,484,233	-	-	-	-
Other Revenue	270,996	209,128	93,462	-	-	-	-
	87,658,522	89,108,433	84,010,621	7,886,505	345,221	8,231,726	8,411,219
Expenditures †							
Acute Care Services	20,285,650	20,663,821	19,618,229	617,208	-	617,208	615,887
Physician Compensation - Acute	517,220	653,390	542,051	-	-	-	-
Supportive Care Services	39,151,747	40,279,204	39,655,213	1,754,752	81,958	1,836,710	1,740,567
Home Based Services - Supportive Care	5,599,688	5,372,483	5,302,111	18,052		18,052	34,787
Population Health Services	3,176,073	3,161,907	2,977,266	35,429	-	35,429	52,909
Community Care Services	4,384,101	4,356,472	4,068,644	10,282	-	10,282	6,293
Home Based Services - Acute & Palliative	918,509	902,212	743,772	2,555	-	2,555	3,417
Primary Health Care Services	2,432,583	2,351,365	1,986,805	115,228	2,289	117,517	239,045
Emergency Response Services - RHA	3,096,611	3,046,187	2,767,966	96,784	-	96,784	158,770
Mental Health Services - Inpatient	1,476,746	1,560,676	932,269	2,992	-	2,992	24,453
Addictions Services - Residential	-	-	-	-	-	-	-
Physician Compensation - Community Services	2,467,779	2,543,240	1,497,905	-	-	-	-
Program Support Services	3,962,699	4,054,815	3,511,853	-	-	-	-
Special Funded Programs	169,116	169,767	144,044	-	-	-	-
Ancillary	-	-	-	-	-	-	-
	87,658,522	89,105,539	83,758,138	2,653,282	84,247	2,737,529	2,876,128
Net Revenues (Expenditures)	$ -	2,894	252,483	5,233,223	260,974	5,494,197	5,535,091
Balance of Funds at beginning of year		842,461	1,876,737	29,126,996	2,309,581	31,436,577	24,614,727
Interfund Transfers (Note 14)		(1,258,901)	(1,286,759)	1,311,968	(53,067)	1,258,901	1,286,759
Balance of Funds at end of year		$ (413,546)	842,461	35,672,187	2,517,488	38,189,675	31,436,577

† See also Schedule 1 - Expenditures Classified by Object

(See accompanying notes and schedules)

SUN COUNTRY REGIONAL HEALTH AUTHORITY

Statement of Cash Flows
As at March 31

	Operating Fund		Restricted Funds			
	2004	2003 (Note 12)	Capital Fund	Community Trust Fund	Total 2004	Total 2003
Cash Provided by (used in)	Operating Activities		Financing and Investing Activities			
(Deficiency) excess of revenue over expenditure	$ 2,894	252,483	5,233,223	260,974	5,494,197	5,535,091
Amortization of capital assets	-	-	2,199,831	-	2,199,831	2,293,925
Net change in non-cash working capital						
Due from Saskatchewan Health	28,052	(772,039)	(29,746)	-	(29,746)	(6,397,300)
Trade Accounts Receivable	169,595	(166,135)	-	-	-	-
Accrued Interest Receivable	80,042	8,173	-	(2,349)	(2,349)	8,264
GST Receivable	(137,910)	122	-	-	-	-
Accounts Receivable - Interfund	24,534	(90,825)	-	(24,534)	(24,534)	90,825
Inventories	96,321	(6,016)	-	-	-	-
Prepaid Expenditures	(210,781)	(95,332)	-	-	-	71,067
Interfund Loan	-	-	(59,002)	59,002	-	-
Long Term Loan Receivable	-	-	-		-	(100,000)
Trade Accounts Payable	(812,010)	(172,801)	1,088,874	-	1,088,874	422,230
Accrued Salaries and Benefits	(84,224)	1,523,263	-	-	-	-
Accrued Vacation	116,380	364,852	-	-	-	-
Interfund Balances		96,701		-	-	(96,701)
Deferred Contributions	(9,322)	(27,702)	-	-	-	-
	(736,429)	914,744	8,433,180	293,093	8,726,273	1,827,401
Purchase of capital assets	-	-	(10,274,366)	-	(10,274,366)	(2,726,276)
Net change in restricted cash and investments	(134,679)	451,530	-	-	-	-
Purchase of investments	(356)	(196,743)	-	(578,539)	(578,539)	(45,924)
Proceeds from investments	-	-	345,194	-	345,194	-
	(135,035)	254,787	(9,929,172)	(578,539)	(10,507,711)	(2,772,200)
Repayment of Debt	-	-	(247,831)	-	(247,831)	(234,287)
	-	-	(247,831)	-	(247,831)	(234,287)
Net increase (decrease) in Cash Flow	$ (871,464)	1,169,531	(1,743,823)	(285,446)	(2,029,269)	(1,179,086)
Balance of Cash and Short Term Investments						
Balance at beginning of year	$ 6,503,106	6,620,334	1,350,075	1,579,425	2,929,500	2,821,827
Interfund Transfers (Note 14)	(1,258,901)	(1,286,759)	1,311,968	(53,067)	1,258,901	1,286,759
Net increase (decrease) in Cash Flow	(871,464)	1,169,531	(1,743,823)	(285,446)	(2,029,269)	(1,179,086)
Balance at end of year	$ 4,372,741	6,503,106	918,220	1,240,912	2,159,132	2,929,500
Balance at end of year is comprised of:						
Cash and cash equivalents	4,272,741	6,403,106	918,220	864,469	1,782,689	2,196,576
Short term investments	100,000	100,000	-	376,443	376,443	732,924
Cash and short term investments (Schedule 2)	$ 4,372,741	6,503,106	918,220	1,240,912	2,159,132	2,929,500
Supplementary Cash Flow Information						
Interest Paid	$ -	-	435,072	-	435,072	441,832

(See accompanying notes and schedules)

1. Legislative Authority

On August 1, 2002, the Legislative Assembly passed *The Regional Health Services Act* (the Act). This Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continue as the assets, liabilities, rights, and obligations of the Regional Health Authority. All contracts with the District Health Boards remain in effect until repealed or replaced by the Regional Health Authority.

The Sun Country Regional Health Authority (SCRHA) was created by the Act. The Authority is responsible for the planning, organization, delivery and evaluation of health services it is to provide (The Act sec 27) within the geographic area known as the Sun Country Health Region.

2. Significant Accounting Policies

These financial statements are prepared in accordance with Canadian generally accepted accounting principles, and are based on the application of the accounting policies described below.

a) Health Care Organizations

i) The SCRHA has agreements with and grants funding to the following Community Based Organizations (CBOs) to provided health services:

Canadian Mental Health Association
Weyburn Group Home Society
Moose Mountain Alcohol and Drug
SMILE

Note 10 b) i) provides disclosure of payments to CBOs.

ii) The following affiliates are incorporated as follows:

St. Joseph's Hospital	Non-profit Corporations Act of Saskatchewan, 1977
Radville Marian Health Centre	Non-profit Corporations Act of Saskatchewan, 1977
The Border-line Housing Co. Inc.	Non-profit Corporations Act of Saskatchewan, 1977

The SCRHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the SCRHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the SCRHA financial statements. Alternatively, Note 10 b) ii) provides supplementary information on the financial position, results of the operations, and cash flows of the affiliates.

iii) Within the SCRHA, there are several foundations that raise money for the benefit of the SCRHA. These financial statements do not include the financial activities of the foundations. Alternatively, Note 10 b) iii) provides supplementary information regarding the donations received from the foundations.

Notes to the Financial Statements

Significant Accounting Policies - continued

b) Restricted Fund Accounting

The SCRHA follows the Restricted Fund method of accounting. Fund accounting creates a self-balancing set of accounts for each fund, established by legal, contractual, or voluntary actions. The Restricted Fund Method is a specialized form of fund accounting that distinguishes between operating funds and funds that are restricted for specific purposes.

i) Operating Fund

The operating fund reflects the primary operations of the SCRHA including revenues received for provision of health services from Saskatchewan Health – General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the SCRHA in capital assets after taking into consideration any associated long term debt. The capital fund includes revenues received/receivable from Saskatchewan Health – General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by contributor and funding relating to the mortgages. Expenses consist of the amortization of assets and interest expense.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the SCRHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the SCRHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the District and the health corporations.

c) Revenue Recognition

Unrestricted contributions are recognized as revenue in the Operating Fund in the year in which they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are deferred and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

Significant Accounting Policies - continued

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with life exceeding one year, are amortized on a straight-line or declining balance over their estimated useful lives as follows:

Buildings	2.5% to 10%
Land and Leasehold Improvements	2.5% to 20%
Equipment	5.0% to 50%

Donated capital assets are recorded at their fair value at the date of contribution (if fair value can be reasonably determined).

e) Inventories

Inventories consist of general stores, maintenance, pharmacy, laboratory, linen and other items. The cost of pharmacy inventory and the entire former Moose Mountain Health District inventory is determined by the first-in first-out method. The cost of general stores and all other inventories is determined by the weighted average method.

f) Investments

Investments are stated at the lower of cost and fair market value. Investments are comprised of term deposits, bonds, debentures, and guaranteed investment certificates. (See Schedule 2)

g) Pension

Employees of the SCRHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The SCRHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the SCRHA expenses all contributions it is required to make in the year.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Amortization is based on the estimated useful lives of Capital Assets. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

Notes to the Financial Statements

3. Capital Assets

	2004			2003
	Cost	Accumulated Amortization	Net	Net
Land	$ 724,603		$ 724,603	$ 379,837
Land Improvements	823,872	606,657	217,215	238,834
Leasehold Improvements	697,195	583,833	113,362	162,034
Buildings	43,958,700	22,629,100	21,329,600	21,938,908
Building under construction	10,797,129	-	10,797,129	2,193,796
Equipment	20,599,472	17,212,028	3,387,444	3,581,409
	$77,600,971	$41,031,618	$ 36,569,353	$ 28,494,818

4. Commitments

a) Capital Project

As of March 31, 2004, SCRHA is committed to building a Long Term Care Facility in Weyburn. The commitment details are as follows:

	SCRHA	SK Health	Total
Total Project Costs	$ 7,171,300	$ 15,023,000	$ 22,194,300
Capitalized as of March 31, 2004	(3,079,696)	(7,717,433)	(10,797,129)
Commitment from SaskHealth as of March 31, 2004	-	(5,382,567)	(5,382,567)
Remaining Commitment	$ 4,091,604	$ 1,923,000	$ 6,014,604

b) *Capital Asset Acquisitions*

SCRHA received $399,000 Capital funding from Saskatchewan Health in 2004 for the purchase of various capital assets. At March 31, 2004, there remained $48,930 to be used to acquire capital equipment in 2005, $46,631 of the equipment was ordered prior to March 31, 2004 but not yet received.

c) Minor Equipment Acquisitions

On February 6, 2004, the SCRHA board approved the purchase of 135 beds for various health facilities in the region. These beds were ordered February 10, 2004 but were not received by March 31, 2004. Therefore SCRHA will purchase these beds, costing $413,630, during the year ending March 31, 2005. Various Community Trusts in the region have indicated they will fund approximately $55,630 towards these beds. Therefore the net effect to the March 31, 2005 Net Revenues (Expenditures) will be a decrease of $358,000.

d) Operating Leases

Minimum annual rentals under operating leases on property and equipment over the next five years are as follows:

2005	$ 106,420
2006	$ 93,780
2007	$ 70,380
2008	$ 47,530
2009	$ 47,530

The SCRHA leases the Souris Valley Extended Care Centre from the Saskatchewan Property Management Corporation at no charge or other obligation.

5. Pension Costs

Employees of the SCRHA participate in one of the following pension plans:

i) The Saskatchewan Healthcare Employees' Pension Plan (SHEPP), which is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, HSAS). SHEPP is a multi-employer defined benefit plan which came into effect December 31, 2002 (prior to December 31, 2002 this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors).

ii) The Public Service Superannuation Plan (a related party) which is a defined benefit plan and the responsibility of the Province of Saskatchewan.

iii) The Public Employee's Pension Plan (a related party) which is a defined contribution plan and the responsibility of the Province of Saskatchewan.

For SHEPP, the financial obligation of the SCRHA is 1.12 times the amounts contributed by employees for current services. For the Public Service Superannuation Plan the financial obligation of the SCRHA is 2.57 (2003 – 1.79) times the amounts contributed by employees for current services. The Public Employees' Superannuation Plan, the financial obligation of the SCRHA is limited to matching the amounts contributed by employees for current services.

The pension expense for the year amounted to $2,344,651 (2003 - $1,939,161), and is included in Employee Benefits in Schedule 1.

SHEPP – Effective January 1, 2004, contribution rates are as follows:
5.85% (2003 – 4.5%) of pensionable earnings up to the yearly maximum pensionable earnings (CPP) plus
7.35% (2003 – 6.0%) of pensionable earnings above the yearly maximum pensionable earnings (CPP)

Public Service Superannuation Plan:
Contribution rates are 7.00% (2003 – 7.00%) of pensionable earnings.

Public Employees Pension Plan:
Contribution rates are 5.00% (2003 – 5.00%) of pensionable earnings.

6. Long Term Loan Receivable

The SCRHA has an agreement with M.O.R.E. 2000 Organization Inc. to lend them $100,000 interest free. The payment terms are to pay $50,640 annually starting after the M.O.R.E. 2000 Organization Inc. has fully paid off their existing Mortgage Debt which is estimated to be sometime in 2009.

Notes to the Financial Statements

7. Long Term Debt

Title of Issue	Interest Rate	Annual Repayment Terms	2004	2003
New hope Pioneer Lodge CMHC, due May 1, 2021	5.900%	$119,142 principal & interest of w hich $44,304 is subsidized by SHC. Yielding an effective interest rate of 2.424%. Mortgage renew al date - August 1, 2006	$ 1,290,013	$ 1,332,424
Willow dale Lodge CMHC, due July 1, 2019	6.875%	$12,772 principal & interest Mortgage renew al date - July 1, 2019	121,579	125,947
Estevan Regional Nursing Home CMHC, due August 1, 2016	5.375%	$15,956 principal & interest Mortgage renew al date - August 1, 2016	144,808	152,833
Estevan Regional Nursing Home CMHC, due January 1, 2023	7.000%	$8,109 principal & interest Mortgage renew al date - January 1, 2023	85,363	87,502
Moose Mountain Lodge CMHC, due October 1, 2026	8.000%	$34,476 principal & interest Mortgage renew al date - October 1, 2026	363,565	369,186
Creighton Lodge CMHC, due April 1, 2006	5.375%	$4,840 principal & interest Mortgage renew al date - April 1, 2006	9,528	13,739
Weyburn Special Care Home CMHC, due April 1, 2019	5.900%	$158,300 principal & interest of w hich $64,951 is subsidized by SHC. Yielding an effective interest rate of 1.800%. Mortgage renew al date - August 1, 2006	1,583,876	1,647,594
Weyburn Special Care Home CMHC, due March 1, 2017	5.375%	$18,732 principal & interest Mortgage renew al date - March 1, 2017	175,565	184,700
Bengough Health Centre CMHC, due September 1, 2018	5.750%	$10,992 principal & interest Mortgage renew al date - September 1, 2018	108,367	113,051
Fillmore Health Centre CMHC, due October 1, 2022	6.220%	$49,805 principal & interest of w hich $20,963 is subsidized by SHC. Yielding and effective interest rate of 2.105%. Mortgage renew al date - February 1, 2006	550,620	566,011
Gainsborough Health Centre CMHC, due June 1, 2022	6.220%	$47,257 principal & interest of w hich $19,350 is subsidized by SHC. Yielding and effective interest rate of 2.159%. Mortgage renew al date - February 1, 2006	517,869	532,745
Lampman Health Centre CMHC, due September 1, 2021	6.220%	$75,564 principal & interest of w hich $30,638 is subsidized by SHC. Yielding and effective interest rate of 2.277%. Mortgage renew al date - February 1, 2006	809,164	834,078
Redvers Centennial Haven CMHC, due January 1, 2018	5.375%	$8,579 principal & interest Mortgage renew al date - January 1, 2018	83,895	87,898
Waw ota Deerview Lodge CMHC, due December 1, 2020	5.140%	$111,026 principal & interest in w hich $35,246 is subsidized by SHC. Yielding and effective interest rate of 2.242%. Mortgage renew al date - December 1, 2013	1,230,596	1,274,930
			$ 7,074,808	$ 7,322,638
		Less: Current Portion	265,873	247,413
			$ 6,808,935	$ 7,075,225

Long Term Debit - continued

For each of the mortgages, the SCRHA has pledged the related buildings as security. Principal repayments required in each of the next five years is estimated as follows:

2005	265,873
2006	278,272
2007	290,471
2008	307,547
2009	326,085
2010 and thereafter	5,606,560

8. Deferred Revenue

Deferred Revenue	Balance Beginning Of Year	Less Amount Recognized from Health	Add Amount Received From Health	Less Amount Recognized from Other Sources	Add Amount Received From Other Sources	Balance End of Year
Rural Emerg Med Serv.	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Approved Home Program	4,200	(4,200)	-	-	-	-
Provincial Diabetes	70,600	(83,805)	47,500	-	-	34,295
Workplace Wellness	-	(110,753)	110,753	-	-	-
Primary Care Funding	170,200	(165,322)	151,000	-	-	155,878
Aboriginal Awareness	40,000	-	-	-	-	40,000
Professional Development	63,596	(54,570)	13,974	-	-	23,000
Parenting Skills	15,159	-	-	(55,984)	44,840	4,014
Sk's Action Plan for Children	-	(12,000)	12,000	-	-	-
Enforcement of Smoke Free	-	(8,500)	8,500	-	-	-
Team Facilitator Position	-	-	78,600	-	-	78,600
Kamp Koko Moko	5,780	-	-	(4,282)	750	2,248
SIMS and PHIS	10,000	-	-	(3,460)	-	6,540
Other revenue received in advance	-	-	-	(6,104)	31,743	25,638
Total	$ 429,535	$ (439,150)	$ 422,327	$ (69,830)	$ 77,333	$ 420,213

Restricted funding related to general operations from Saskatchewan Health – General Revenue Fund is recorded as revenue as the related costs are incurred. The funding is restricted in use to provincially approved health improvements initiatives.

9. Patient and Resident Trusts Accounts

The SCRHA administers funds held in trust for patients and residents using the SCRHA's facilities. Funds held in trust are not included in these financial statements. Total funds held in trust are summarized as follows:

	2004	2003
Sun Country Regional Health Authority - Resident Trust	$ 43,646	$ 42,230
Souris Valley Extended Care Centre – Resident Bazaar	66,220	71,857
Weyburn Mental Health Centre – Resident Bazaar	145,281	146,997
Weyburn Special Care Home - Canteen	4,772	4,984
	$ 259,919	$ 266,068

Notes to the Financial Statements

10. Related Parties

These financial statements include transactions with related parties. The SCRHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards, and commissions under common control of the Government of Saskatchewan. The SCRHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the SCRHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms. Significant related party transactions greater than $20,000 and not shown separately in these financial statements are disclosed below. In addition, the SCRHA pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchase. Taxes paid are recorded as part of the cost of those purchases.

	2004	2003
Revenues		
Department of Community Resources	$ 59,999	$ 48,010
Saskatchewan Government Insurance	90,386	90,642
Saskatchewan Health	215,773	215,848
Saskatchewan Property Management Corporation	87,168	100,809
Workers' Compensation Board	350,636	325,303
	$ 803,962	$ 780,612
Expenditures		
Canadian Mental Health Association	$ 97,799	$ 94,985
Fillmore Ambulance	73,260	73,260
Mnister of Finance	68,713	63,822
Moose Mountain Alcohol & Drug Rehab	129,657	118,204
Moosomin Union Hospital	228,752	322,741
Public Employees Pension Plan	186,795	173,738
Public Service Superannuation Board	17,826	98,595
Radville Marian Health Centre	2,246,116	2,109,410
Regina Health District	90,037	88,834
Sask Tel Mobility	64,432	41,097
Saskatchewan Association of Health Organizations	2,033,860	4,574,258
Saskatchewan Energy Corporation	508,821	455,909
Saskatchewan Power Corporation	618,984	887,707
Saskatchewan Property Management Corporation	473,526	546,619
Saskatchewan Telecommunications	313,518	443,108
SGI Auto Fund Division	20,158	26,842
SMILE Services Inc.	47,784	47,784
SPMC - Distribution Centre	34,535	22,454
St. Joseph's Hospital	9,956,946	9,246,314
Supreme Ambulance (Carlyle)	230,450	187,142
The Border-line Housing Corporation	1,010,008	913,910
Weyburn Group Home Society	181,214	201,384
Workers' Compensation Board	890,241	839,412
	$ 19,523,433	$ 21,577,529

Related Party Transactions—continued

	2004	2003
Trade Accounts Receivable		
South Central Health District Foundation Inc.	$ 1,168	$ 33,564
Workers' Compensation Board	43,749	43,114
	$ 44,917	$ 76,678
Prepaid Expenditures		
Workers' Compensation Board	$ 312,282	$ 261,948
Accounts Payable		
Minister of Finance	$ 49,250	$ -
Saskatchewan Association of Health Organizations	121,908	390,488
Sask Energy	70,044	56,039
Saskatchewan Power Corporation	68,359	55,953
Saskatchewan Property Management Corporation	87,519	76,710
SHEPP	392,066	-
Sask Tel	33,599	36,427
Supreme Ambulance	43,308	-
St Joseph's Hospital	120,290	129,587
	$ 986,343	$ 745,205

Note: Payments to the affiliates may be higher than the grant to affiliates due to other expenditures incurred in the normal course of business.

b) *Health Care Organizations*

i) Community Based Organizations and Third Parties

The SCRHA has also entered into agreements with CBOs and Third Parties to provide health services.

ii) These organizations receive operating funding from the SCRHA on a monthly basis in accordance with budget amounts approved annually. During the year, the SCRHA provided the following amounts to healthcare organizations.

	2004	2003
Canadian Mental Health Association	$ 97,799	$ 94,985
Weyburn Group Home Society Inc.	181,214	139,578
SMILE Services Inc.	47,784	47,784
Moose Mountain Drug and Alcohol Rehab.	129,657	118,204
Fillmore Ambulance	73,260	73,260
Supreme Ambulance (Carlyle)	230,450	187,142
	$ 760,164	$ 660,953

Notes to the Financial Statements

Health Care Organizations - continued

ii) Affiliates

The Act makes the SCRHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct there affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the SCRHA. The SCRHA exercises significant influence over affiliates by virtue of its material inter-entity transactions. There is also an interchange of managerial personnel, provision of human resource and finance/administrative functions with some affiliates. The following presentation discloses the amount of funds granted to each affiliate:

	2004	*2003*
St. Joseph's Hospital	$ 9,919,804	$ 9,246,314
Radville Marian Health Centre	2,246,116	2,097,236
The Border-line Housing Co. Inc.	1,010,008	933,890
Total	$ 13,175,928	$ 12,277,440

Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2004 and 2003 and for the years then ended:

	Total 2004	*Total 2003*
Balance Sheet		
Assets	$ 2,371,038	$ 2,005,503
Net Capital Assets	25,090,108	25,614,866
Total Assets	$ 27,461,146	$27,620,369
Total Liabilities	2,154,882	2,016,749
Total Net Assets	25,306,264	25,603,620
	$ 27,461,146	$27,620,369
Results of Operations and Fund Balances		
SCRHA Grant	$ 13,175,928	$12,277,441
Other Revenue	4,275,000	4,395,480
Total Revenue	$ 17,450,928	$16,672,921
Salaries & Benefits	12,861,196	12,069,116
Other Expenses *	4,886,774	4,930,214
Total Expenses	17,747,970	16,999,330
Excess Revenue over Expenses	$ (297,042)	$38,928,874

* Other Expenses includes amortization of $1,059,757 (2003 - $999,113)

Cash Flows		
Cash from Operations	$ 1,083,923	$ 664,443
Cash used in Financing Activities	(3,501)	(3,237)
Cash used in Investing Activities *	(535,123)	(333,395)
Increase in cash	$ 545,299	$ 327,811

* Cash used in Investing Activities includes capital purchases of $534,999 (2003 - $333,395)

Health Care Organizations - continued

iii) Fund Raising Foundations

There are various charitable health foundations through out the region that raise money on behalf of healthcare organizations in their community. The SCRHA has an economic interest in the foundations and may upon agreement with the foundations be the recipient of funds to be used by the SCRHA for specific purposes. The foundation's total expenses include the following contributions to the SCRHA.

	2004	*2003*
South Central Health District Foundation Inc.	$ 86,020	$ 270,294
Redvers & District Community Health Foundation Inc.	-	4,925
Wawota Health Care Foundation Inc.	-	-
Kipling District Health Foundation Inc.	134,338	30,722
Brock Union Hospital Foundation Corporation	-	-
Moose Mountain Lodge Foundation Inc.	-	-

11. Financial Instruments

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit Risk

The SCRHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the SCRHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. Therefore, the credit risk is minimal.

c) Fair Value

The following methods and assumptions were used to estimate the fair value of each class of financial instruments:

i) The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.

Cash and short term investments
Accounts receivable
Accounts payable
Accrued salaries and vacation payable

Fair Value - continued

ii) For investments, the fair value is based on quoted market prices where available. The carrying value of the SCRHA's long term debt approximates its fair value, because interest charges under the terms of the debt are comparable to the Canadian bank prime.

d) Operating Line of Credit

The SCRHA has a line of credit limit of $1,000,000. The line of credit is secured by an assignment and hypothecation of revenues and bearing interest at a rate of Prime minus 0.5%, which is due on demand. No interest was paid on the line-of-credit in 2004.

12. Comparative Statements

Some items appearing in the statements for the prior year have been reclassified to conform with the presentation used for the current year.

13. Budget

The SCRHA Board approved the 2003-2004 budget plan on May 28, 2003.

14. Interfund Transfers

Each year the SCHRA transfers amounts between its funds for various purposes. These include funding capital asset purchases, and reassigning fund balances to support certain activities.

	2004			*2003*		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Capital Asset Purchase	$ (1,095,940)	$ 1,149,007	$ (53,067)	$ (1,291,716)	$ 1,349,086	$ (57,370)
Replacement Reserves - Allocation	(128,245)	128,245	-	(128,248)	128,248	-
Replacement Reserves - R & M	73,417	(73,417)	-	142,351	(142,351)	-
Replacement Reserves - Transfers	8,059	(8,059)	-	91,515	(91,515)	-
EMS Vehicle Allocation	(50,000)	50,000	-	(35,000)	35,000	-
Interfund Loan pmt	(66,192)	66,192	-	(65,661)	65,661	-
	$ (1,258,901)	$ 1,311,968	$ (53,067)	$ (1,286,759)	$ 1,344,129	$ (57,370)

The SCRHA with agreement of the Gainsborough Area Trust established an inter-fund loan. The agreement provides for the Gainsborough Area Trust fund to loan the Capital Fund an amount of $500,000. This inter-fund loan is to be repaid to the Gainsborough Area Trust in monthly instalments of $5,516 (2003 - $5,516) at an annual interest rate based on the prime rate of interest at the Gainsborough Credit Union, which may vary from year to year. The balance as at March 31, 2004 was $188,943 (2003 - $247,945).

15. Volunteer Services

The operations of the SCRHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the financial statements.

16. Contingency

The SCRHA has guaranteed a $200,000 loan for the Redvers & District Community Health Foundation Inc. regarding the Redvers Health Centre project. This $200,000 has been set-up as an internally restricted fund.

17. Vendor Payee List and Disclosure of Earnings

Copies of the Vendor Payee List and Disclosure of Earnings are available upon request.

SUN COUNTRY REGIONAL HEALTH AUTHORITY
Year ended March 31, 2004

Schedule 1

Schedule of Expenditures Classified by Object

	Operating Fund		Total
	2004 Budget (Note 13)	2004 Actual	2003 Actual (Note 12)
Operating:			
Benefits (Note 5)	$ 8,384,643	8,710,852	7,757,043
Board Costs	160,290	120,188	141,032
Diagnostic Imaging Supplies	113,967	74,421	85,764
Drugs	441,837	442,652	373,294
Food and Dietary	1,404,494	1,431,590	1,436,708
Grants to ambulance services	260,402	303,710	260,402
Grant to Third Parties	13,444,106	13,649,545	12,736,988
Housekeeping and Laundry	279,413	329,130	283,418
Information Technology Contracts & Licenses	207,945	324,361	287,188
Insurance	197,705	217,717	197,756
Interest	8,850	5,947	-
Laboratory Supplies	395,661	423,581	403,518
Medical and Surgical Supplies	958,364	1,056,613	1,020,051
Medical Remuneration and Benefits	3,109,799	3,356,096	2,047,380
Office and General Supplies	696,562	735,611	736,871
Other	996,546	979,560	932,387
Other referred out services	734,665	775,973	654,573
Professional Fees	401,280	413,115	475,144
Purchased Services	423,970	459,774	679,291
Rent/Lease/Purchase	523,834	861,547	1,446,787
Repairs and Maintenance	1,140,021	1,515,659	1,241,506
Salaries	50,914,805	50,172,330	47,668,839
Service Contracts	296,552	193,199	309,063
Travel	587,905	507,021	580,563
Utilities	1,574,906	2,045,347	2,002,572
	$ 87,658,522	89,105,539	83,758,138
Restricted:			
Amortization of Capital Assets		$ 2,199,831	2,293,925
Interest on Long Term Debt		433,470	440,712
Grants to Third Parties		19,980	19,980
Other		84,248	121,511
		$ 2,737,529	2,876,128

(See accompanying notes and schedules)

Schedule of Cash and Investments

	Cash & Short Term Investments	Long Term Investments	Total	Maturity	Effective Rate	Coupon Rate
RESTRICTED CASH AND INVESTMENTS						
Externally Restricted Cash and Investments - Community Trust						
Estevan Regional Nursing Home - Royal Bank - Chequing	$ 5,898	$ -	$ 5,898			
Creighton Lodge - Estevan Credit Union	$ 135,748	$ -	$ 135,748			
Midale Area Trust						
Midale Credit Union - Term Cerificate	$ 120,000	$ -	$ 120,000	May 1, 2004	2.000%	2.000%
Midale Credit Union - Term Certificate	50,000	-	50,000	August 23, 2004	4.750%	4.750%
Midale Credit Union - Term Certificate	-	140,000	140,000	September 5, 2006	3.000%	3.000%
Midale Credit Union - Term Certificate	-	100,000	100,000	December 15, 2005	3.500%	3.500%
Midale Credit Union - Term Certificate	-	150,000	150,000	August 11, 2006	3.000%	3.000%
Midale Credit Union - Plan 24	139,161	-	139,161			
	$ 309,161	$ 390,000	$ 699,161			
Oxbow Area Trust						
Estevan Credit Union - Term Certificate	$ -	$ 18,726	$ 18,726	May 4, 2005	2.600%	2.600%
Estevan Credit Union - Chequing	233,691	-	233,691			
	$ 233,691	$ 18,726	$ 252,417			
Gainsborough Area Trust						
Gainsborough Credit Union - Term Certificates	$ 25,400	$ -	$ 25,400	May 1, 2004	2.000%	2.000%
Gainsborough Credit Union - Term Certificates	25,967	-	25,967	August 31, 2004	2.000%	2.000%
Gainsborough Credit Union - Term Certificates	92,717	-	92,717	September 9, 2004	2.000%	2.000%
Gainsborough Credit Union - Term Certificates	9,000	-	9,000	November 5, 2004	3.100%	3.100%
Gainsborough Credit Union - Term Certificates	11,464	-	11,464	November 28, 2004	2.000%	2.000%
Gainsborough Credit Union - Term Certificates	18,300	-	18,300	February 19, 2005	2.750%	2.750%
Gainsborough Credit Union - Term Certificates	23,595	-	23,595	March 27, 2005	2.850%	2.850%
Gainsborough Credit Union - Term Certificates	-	11,952	11,952	May 30, 2005	2.750%	2.750%
Gainsborough Credit Union - Term Certificates	-	48,000	48,000	July 4, 2005	3.500%	3.500%
Gainsborough Credit Union - Term Certificates	-	5,458	5,458	October 2, 2005	3.250%	3.250%
Gainsborough Credit Union - Term Certificates	-	27,744	27,744	November 1, 2005	3.000%	3.000%
Gainsborough Credit Union - Term Certificates	-	9,426	9,426	January 3, 2006	3.000%	3.000%
Gainsborough Credit Union - Term Certificates	-	160,000	160,000	January 17, 2006	3.000%	3.000%
Gainsborough Credit Union - Term Certificates	-	11,165	11,165	March 10, 2006	3.000%	3.000%
Gainsborough Credit Union - Term Certificates	-	7,500	7,500	April 2, 2006	3.000%	3.000%
Gainsborough Credit Union - Term Certificates	-	290,000	290,000	July 31, 2006	2.500%	2.500%
Gainsborough Credit Union - Term Certificates	-	38,000	38,000	November 6, 2006	3.000%	3.000%
Gainsborough Credit Union - Term Certificates	-	6,000	6,000	January 7, 2007	3.000%	3.000%
Gainsborough Credit Union - Term Certificates	-	17,256	17,256	March 12, 2007	2.250%	2.250%
Gainsborough Credit Union - Chequing	757	-	757			
	$ 207,200	$ 632,501	$ 839,701			
Lampman Area Trust - Estevan Credit Union - Chequing	$ 53,846	$ -	$ 53,846			
Fillmore Area Trust						
Royal Bank - Money Market Funds	$ 25,618	$ -	$ 25,618			
Royal Bank - Money Maker Plus	127,728	-	127,728			
Canada Savings Bond	-	40,000	40,000	November 1, 2006	6.370%	6.370%
Royal Bank	62,277	-	62,277			
	$ 215,623	$ 40,000	$ 255,623			
Coronach Trust - CIBC	$ 79,745	$ -	$ 79,745			
Total Community Trust Externally Restricted Funds	$ 1,240,912	$ 1,081,227	$ 2,322,139			

(See accompanying notes and schedules)

Schedule 2

Schedule of Cash and Investments - continued

	Cash	Long Term Investments	Total	Maturity	Effective Rate	Coupon Rate
RESTRICTED CASH AND INVESTMENTS - continued						
Externally Restricted Cash and Investments - Operating Fund						
Estevan Regional Nursing Home	$ 14,715	$ -	$ 14,715			
Newhope Pioneer Lodge - Estevan Credit Union	$ 38,635	$ -	$ 38,635			
Fillmore - Estevan Credit Union	$ 31,153	$ -	$ 31,153			
Gainsborough	$ 469	$ -	$ 469			
Oxbow - Credit Union	$ 36	$ -	$ 36			
Estevan Home Care - Estevan Credit Union	$ 30,762	$ -	$ 30,762			
Weyburn General Hospital - Palliative	$ 3,312	$ -	$ 3,312			
Souris Valley Extended Care Centre - CIBC	$ 12,479	$ -	$ 12,479			
Weyburn Mental Health Centre - CIBC	$ 2,747	$ -	$ 2,747			
Bengough Trust - CIBC	$ 62	$ -	$ 62			
Weyburn Special Care Home						
WSCH Education Trust	$ 17,812	$ -	$ 17,812			
Wood Gundy - WSCH Trust	14,337	-	14,337			
	$ 32,149	$ -	$ 32,149			
Wood Gundy - SCHD	$ 530,253	$ -	$ 530,253			
Estevan Credit Union	$ 111,136	$ -	$ 111,136			
Total Operating Externally Restricted Funds	**$ 807,908**	**$ -**	**$ 807,908**			
Internally Restricted Cash and Investments - Operating Fund						
Estevan Credit Union	$ 143,946	$ -	$ 143,946			
Total Operating Fund Internally Restricted	**$ 143,946**	**$ -**	**$ 143,946**			
Total Operating Fund Restricted Cash and Investments	**$ 951,854**	**$ -**	**$ 951,854**			
Externally Restricted Cash and Investments - Capital Fund						
Weyburn General Hospital						
WGH Building Fund	$ 14,732	$ -	$ 14,732			
WGH - Lottery	15,267	-	15,267			
Wood Gundy- WGH Bldg. Fund	460,060	-	460,060			
	490,059	-	490,059			
Estevan Credit Union	$ 153,163	$ -	$ 153,163			
Total Capital Externally Restricted Funds	**$ 643,222**	**$ -**	**$ 643,222**			

(See accompanying notes and schedules)

Schedule of Cash and Investments - continued

	Cash	Long Term Investments	Total	Maturity	Effective Rate	Coupon Rate
Internally Restricted Cash and Investments - Capital Fund						
Newhope Lodge - CIBC T Bill Fund	$ 49,702	$ -	$ 49,702			
Newhope Lodge - Estevan CU - Reserve Acct	50,298	-	50,298			
Estevan Credit Union	27,735	-	27,735			
Wood Gundy	40,530	-	40,530			
Export Development Corp	-	200,000	200,000	May 14, 2004		
Export Development Corp	-	200,000	200,000	July 23, 2004		
Estevan Credit Union	106,733	-	106,733			
Total Capital Fund Internally Restricted	**$ 274,998**	**$ 400,000**	**$ 674,998**			
Total Capital Fund Restricted Cash and Investments	**$ 918,220**	**$ 400,000**	**$ 1,318,220**			
Total Restricted Cash and Investments	**$ 3,110,986**	**$ 1,481,227**	**$ 4,592,213**			

Estimated Fair Market Values for Restricted Cash and Investments	*2004*	*2003*
Cash and Short Term Investments (approximates face value)	$ 3,110,986	$ 3,746,675
Long Term Investments (approximates face value)	1,478,127	1,318,343
	$ 4,589,113	$ 5,065,018

	Cash	Long Term Investments	Total	Maturity	Effective Rate	Coupon Rate
UNRESTRICTED CASH AND INVESTMENTS						
Estevan Credit Union	$ 3,242,644	$ -	$ 3,242,644			
RBC Dominion	11,139	-	11,139			
Credentials	1,007,490	-	1,007,490			
General Motors Accept. Corp. of Canada	-	200,000	200,000	July 27, 2006	6.000%	6.000%
Co-op Equity	-	6,472	6,472			
Sask Savings Bonds	-	92,800	92,800	July 15, 2005	5.750%	5.750%
Sask Savings Bonds	-	5,400	5,400	July 15, 2006	4.250%	4.250%
Estevan Credit Union - Term Certificates	100,000	-	100,000	November 14, 2004	3.000%	3.000%
CIBC T-Bill Fund	11,468	-	11,468			
Total Unrestricted Cash and Investments	**$ 4,372,741**	**$ 304,672**	**$ 4,677,413**			

Estimated Fair Market Values for Unrestricted Cash and Investments	*2004*	*2003*
Cash and Short Term Investments (approximates face value)	$ 4,372,741	$ 6,503,106
Long Term Investments (approximates face value)	320,894	305,965
	$ 4,693,635	$ 6,809,071

(See accompanying notes and schedules)

SUN COUNTRY REGIONAL HEALTH AUTHORITY
Year ended March 31, 2004

Schedule 3

Schedule of Changes in Externally Restricted Fund Balances

	Balance Start of Year	Investment & Other Revenue	Donations	Expenses	Contributions (Withdrawals)	Balance End of Year
Operating Fund:						
Souris Valley Extended Care Centre	$ 12,101	201	2,537	-	-	14,839
Weyburn Mental Health Centre	2,665	40	-	-	-	2,705
Weyburn Special Care Home Education	31,576	474	-	-	-	32,050
Weburn Special Care Home	-	24	3,234	-	-	3,258
Bengough Trust	60	1	-	-	-	61
Weyburn Palliative Care	4,081	156	12,650	-	-	16,887
Home Care East	99,462	1,493	130	-	-	101,085
Arcola Health Centre	293,411	4,510	14,821	(289)	-	312,453
Arcola Health Centre - Palliative Care	305	5	-	-	-	310
Moose Mountain Lodge	41,661	663	7,087	(2,070)	-	47,341
Redvers Centennial Haven	48,533	732	584	-	-	49,849
Deerview Lodge	26,863	432	13,803	(9,873)	-	31,225
Willowdale Lodge	762	144	17,736	-	-	18,642
Wawota Road Ambulance	1,732	26	-	-	-	1,758
Kipling Road Ambulance	1,000	15	-	-	-	1,015
Redvers Road Ambulance	1,196	25	994	-	-	2,215
Kipling Equipment	43,016	665	2,667	-	-	46,348
Fillmore Health Centre	19,172	337	6,539	-	-	26,048
Estevan Regional Nursing Home	17,974	307	4,940	-	-	23,221
Estevan Home Care	38,486	613	23,367	(18,542)	(1,372)	42,552
Gainsborough Area	213	19	3,016	(939)	-	2,309
Oxbow Area	35	1	-	-	-	36
Newhope Pioneer Lodge	20,015	193	520	(14,799)	-	5,929
Weyburn General Hospital	-	87	11,650	-	-	11,737
Coronach Health Centre	-	24	3,191	-	-	3,215
Lampman Health Centre	-	9	1,200	-	-	1,209
Public Health Services	-	26	3,413	-	-	3,439
Home Care Regional	-	-	1,000	(1,000)	-	-
Mental Health Regional	-	32	4,332	-	-	4,364
Kipling Lab	-	13	1,795	-	-	1,808
Tatagwa View	-	-	77,817	(77,817)	-	-
	704,319	**11,267**	**219,023**	**(125,329)**	**(1,372)**	**807,908**
Capital Fund:						
Saskatchewan Health Capital Funding (Note 4 b)	-	-	-	(350,070)	399,000	48,930
Willowdale Lodge	-	-	72,977	(72,977)	-	-
Kipling Health Centre	-	-	55,849	(55,849)	-	-
Bengough Health Centre	-	-	10,973	(10,973)	-	-
Redvers Health Centre	-	-	5,401	(5,401)	-	-
Weyburn Special Care Home	-	-	120	-	-	120
Weyburn General Hospital	374,691	35,392	185,302	(81,189)	79,976	594,172
Tatagwa View	777,620	-	-	(777,620)	-	-
	1,152,311	**35,392**	**330,622**	**(1,354,079)**	**478,976**	**643,222**
Community Trust Fund:						
Coronach Trust Fund	77,337	2,408	-	-	-	79,745
Fillmore Area Trust Fund	252,527	3,097	-	(581)	-	255,043
Gainsborough Area Trust	1,016,954	27,836	1,290	(11,253)	-	1,034,827
Lampman Area Trust Fund	37,429	418	16,049	(1,851)	(23,574)	28,471
Midale Area Trust Fund	572,349	18,490	243,310	(65,144)	(13,615)	755,390
Oxbow Area Trust Fund	214,459	6,131	25,080	(2,606)	(15,878)	227,186
Estevan Regional Nursing Home Trust Fund	3,322	76	-	-	-	3,398
Creighton Lodge Trust Fund	135,204	1,036	-	(2,812)	-	133,428
	2,309,581	**59,492**	**285,729**	**(84,247)**	**(53,067)**	**2,517,488**
	$ **4,166,211**	**106,151**	**835,374**	**(1,563,655)**	**424,537**	**3,968,618**

(See accompanying notes and schedules)

Schedule 4

Schedule of Changes in Internally Restricted Fund Balances

	Balance beginning of year	Investment income / donations / transfers	Annual allocation from Operating Fund	Expenditures	Transfer into (out of) Fund	Balance end of year
Internally Restricted Fund Balances						
Capital Internally Restricted Fund Balances						
Replacement Reserves						
Bengough Health Centre	$ -	48	6,540	(88)	-	6,500
Weyburn Special Care Home	14,938	112	53,728	(68,778)	-	-
Estevan Regional Nursing Home	-	-	15,500	(15,500)	-	-
Creighton Lodge	-	61	14,000	(5,804)	-	8,257
Newhope Pioneer Lodge	100,000	1,549	10,000	(3,490)	(8,059)	100,000
Wawota Deerview Lodge	52,234	677	7,745	(21,909)	-	38,747
Carlyle Moose Mountain Lodge	54,724	819	8,235	(8,522)	-	55,256
Kipling Willowdale Lodge	65,000	488	6,500	(71,988)	-	-
Redvers Centennial Haven	23,475	218	6,000	(23,907)	-	5,786
Other		-				
Emergency Medical Services Vehicles	74,732	1,383	50,000	-	-	126,115
Board Projects	255,707	2,904	-	(124,274)	-	134,337
Tatagwa View	102,148	-	-	(102,148)	-	-
Redvers Building (Note 16)	200,000	-	-	-	-	200,000
Total Capital Internally Restricted Fund Balances	**942,958**	**8,259**	**178,248**	**(446,408)**	**(8,059)**	**674,998**
Operating Internally Restricted Fund Balances						
Estevan and Area	112,856	29,718	-	-	1,372	143,946
Total Operating Internally Restricted Fund Balances	**112,856**	**29,718**	**-**	**-**	**1,372**	**143,946**
Total Internally Restricted Fund Balances	$ **1,055,814**	**37,977**	**178,248**	**(446,408)**	**(6,687)**	**818,944**

Replacement Reserves

The SCRHA is required to maintain certain replacement reserves as a condition of receiving a subsidized mortgage of a mortgage interest subsidy from the Saskatchewan Housing Corporation. The above schedule shows the changes in these reserve balances during the year. The maximum accumulated fund required is equal to ten times the annual allocation.

Emergency Medical Services Vehicles

The SCRHA internally restricts $50,000 (2003 - $35,000) per year, as financial resources permit, for the replacement of Ambulances.

SUN COUNTRY REGIONAL HEALTH AUTHORITY

Year ended March 31, 2004

Schedule 5

Schedule of Board Remuneration, Benefits and Allowances

	2004				2003		
Board Members	Retainer and Per Diems	Benefits (1)	Other Expenses	Total	Retainer and Per Diems	Benefits and Other Expenses	Total
Chairperson (2):							
Kickley, Earl (3)	$26,535	$7,202	$ 566	$ 34,303	$ 29,235	$ -	$ 29,235
Chairpersons from former health districts:							
Arthur, Alan J. (3)					2,477	578	3,055
Elder, Ernest (4)					3,707	35	3,742
Board Member (2):							
Arthur, Alan J. (3)	5,931	2,424	27	8,382	4,188	61	4,249
Bauche, Sharon R. (3)	7,886	3,892	465	12,243	6,140	335	6,475
Bieberdorf, Natalie (3)	4,969	822	272	6,063	3,875	40	3,915
Dash, Rita (3)	10,475	4,327	352	15,154	9,148	600	9,748
Empey, John (3)	1,800	410	-	2,210	2,625	-	2,625
Gallaway, Marguerite (3)	3,525	932	111	4,568	3,650	-	3,650
Kerr, Dave	4,525	338	455	5,318	-	-	-
Koszman, Maurice W. (3)	4,050	2,670	325	7,045	2,675	-	2,675
McFarlane, Jack (3)	5,313	2,762	126	8,201	4,825	97	4,922
Sjovold, Louise (3)	5,863	1,338	542	7,743	6,150	132	6,282
Standing Ready, Darlene (3)	5,500	1,918	398	7,816	3,225	5	3,230
Board members from former health districts (4)					22,460	6,300	28,760
Total	$ 86,372	$ 29,035	$ 3,639	$ 119,046	$ 104,380	$ 8,183	$ 112,563

(1) Benefits includes employer CPP and all travel time

(2) At August 1, 2002, creation of Regional Health Authority

(3) Includes expenses while sitting as a member of Regional Health Authority Planning Committee in 2002

(4) Term expired July 1, 2002

(See accompanying notes and schedules)

Schedule of Senior Management Salaries, Benefits, Allowances and Severance

2004

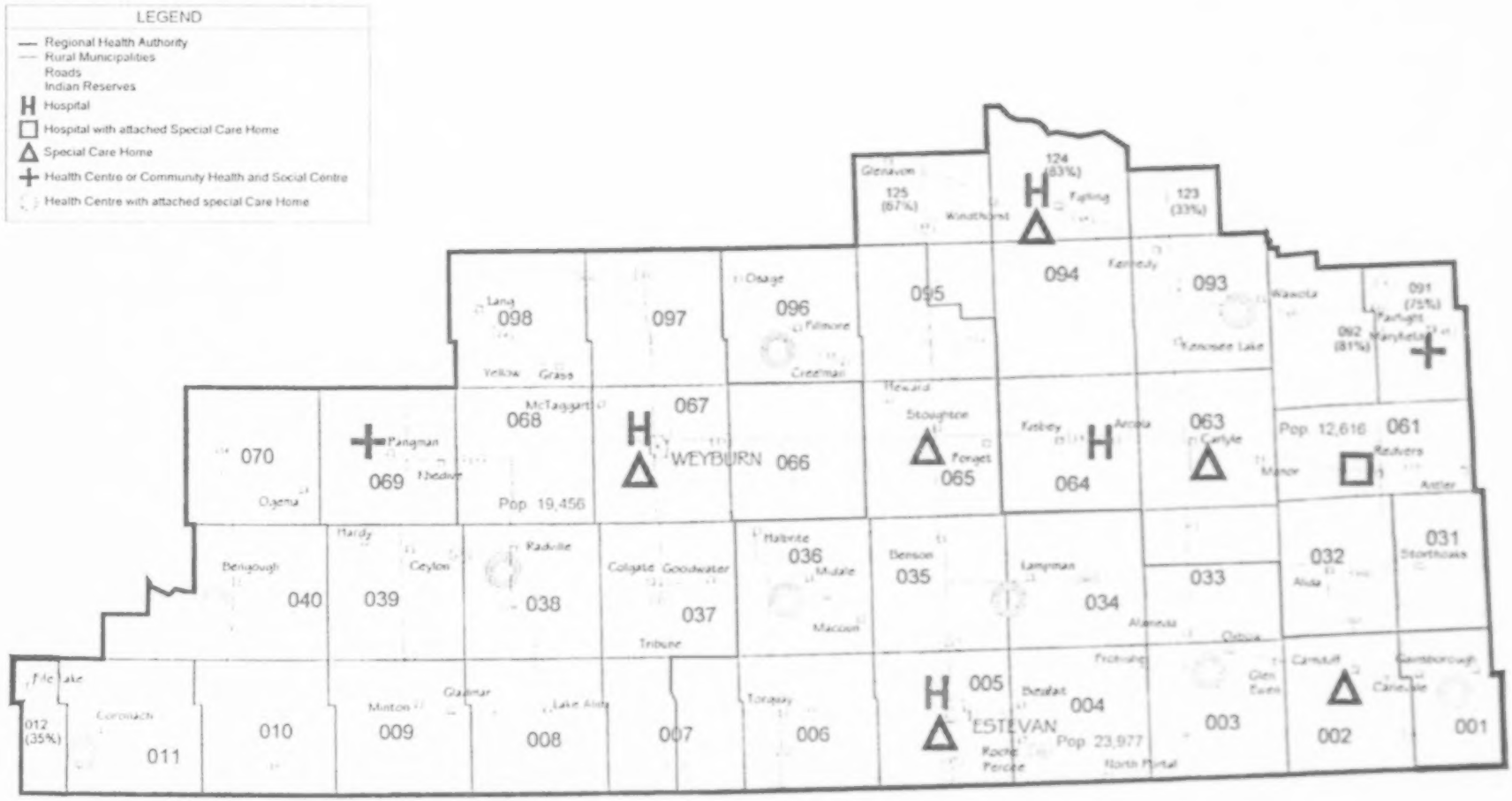
Staff	Number of Individuals	Salaries (1)	Benefits and Allowances (2)	Sub-total	Severance Number of Individuals	Severance Amount	Total
Chief Executive Officer (3)	1	$ 136,670	$ -	$ 136,670	-	$ -	$ 136,670
Chief Executive Officer from former health districts	-	-	-	-	-	-	-
Senior Positions (3):							
Regional Medical Health Officer	1	190,958	-	190,958	-	-	190,958
Vice President Primary & Integrated Health Care	1	111,813	-	111,813	-	-	111,813
Vice President Corporate & Financial Services	1	116,803	-	116,803	-	-	116,803
Vice President Community Programs	1	94,132	-	94,132	-	-	94,132
Vice President Human Resources	1	94,498	-	94,498	-	-	94,498
Director of Communications & CQI	1	108,219	-	108,219	-	-	108,219
Senior positions from former health districts (4)	-	-	-	-	-	-	-
	7	$ 853,093	$ -	$ 853,093	-	$ -	$ 853,093

2003

Staff	Number of Individuals	Salaries, Benefits & Allowances	Severance	Total
Chief Executive Officer (3)	1	$ 129,348	$ -	$ 129,348
Chief Executive Officer from former health districts	2	29,106	166,838	195,944
Senior Positions (3):				
Regional Medical Health Officer	1	89,365	-	89,365
Vice President Primary & Integrated Health Care	1	120,170	-	120,170
Vice President Corporate & Financial Services	1	90,095	-	90,095
Vice President Community Programs	1	87,297	-	87,297
Vice President Human Resources	1	87,656	-	87,656
Director of Communications & CQI	1	79,123	-	79,123
Senior positions from former health districts (4)	11	253,483	-	253,483
	20	$ 965,643	$ 166,838	$ 1,132,481

(1) Salaries include regular base pay, lump sum payments, and any other direct cash remuneration including sick leave and vacation
(2) Benefits and allowances include the employer's share of statutory and non-statutory benefits, and employee's taxable allowances
(3) At August 1, 2002, creation of Regional Health Authority
(4) Includes payments to July 31, 2002

Sun Country Regional Health Authority



Sun Country Health Region
Box 2003
Weyburn, Saskatchewan
S4H 2Z9
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Fax: (306) 842-8738
Email: info@schr.sk.ca
Web: www.suncountry.sk.ca

Sun Country Regional Health Authority

Disclosure of Earnings and Vendor Payee List

Year Ended March 31, 2004

Sun Country Regional Health Authority
Disclosure of Earnings
Year Ended March 31, 2004

AASEN, GORDON	$32,207.41
ABEL, MARY ANN	$44,510.11
ACHEN, SHEILA	$30,519.53
ADACSI, DOROTHY	$19,617.87
ADAIR, JANICE	$30,792.81
ADAIR, PATRICIA	$9,174.64
ADAMS, SHIRLEY	$30,828.68
ADAMS, PENNY	$15,433.75
AGYEMAN, MARGARET	$17,522.36
AIKENS, TERESA	$32,349.08
AIME, LINDA	$3,034.24
AIREY, SYLVIA	$55,140.43
AKINS, SHENAN	$73,515.80
ALBERS, THERESA	$24,666.70
ALBERTS, JANET	$17,492.25
ALELUNAS, PAT	$60,315.11
ALEXANDER, CHERYL	$13,754.18
ALLAN, MAY	$35,731.87
ALLAN, GALE	$20,196.48
ALLAN, MARIANNE	$9,358.70
ALLAN, SUSAN	$380.03
ALLEN, CARRIE	$43,468.80
ALLEN, GLORIA	$29,427.00
ALLEN, CARRIE	$3,404.31
AMBLER, FRAN	$21,013.22
ANAKA, VERONICA	$28,639.88
ANDERSON, CAROL	$51,669.80
ANDERSON, SHEILA	$31,785.16
ANDERSON, CAROL	$27,721.21
ANDERSON, DEBORAH	$23,897.92
ANDERSON, LORI	$1,144.12
ANDERSON, SHEILA	$341.44
ANDREWS, CAROLYN	$59,908.32
ANDREWS, GLADYS	$34,525.63
ARCHIBALD, KIMBERLY	$36,228.45
ARMBRUSTER, LOIS	$32,600.29
ARMSTRONG, CHARLES	$4,284.56
ARNDT, CAROL	$33,083.26
ARNOLD, TAMMY	$9,338.75
ASHBY, DEBRA	$758.82
ASHWORTH, CHRISTINE	$31,252.58
ASPENLIEDER, KAREN	$40,579.80
AUDETTE, LINDA	$18,025.63
AUGEY, TANA	$29,442.75
AUST, SHELLY	$3,376.08
BABBINGS, LARRY	$30,297.40
BABBINGS, LYNN	$27,804.68
BABIARZ, MARLENE	$35,301.66
BACHORCIK, GARY	$161.69
BACKLUN, SHIRLEY	$32,201.95
BACON, SHELLEY	$24,698.80
BAILEY, LORILEA	$29,092.47
BAKALUK, RANDALL	$35,138.20
BAKALUK, BRENDA	$29,435.62
BAKKE, LORNA	$62,892.93
BAKKEN, ASHLEY	$4,761.77
BALI, COLEEN	$1,170.93
BALL, BONNIE	$21,579.74
BALL, MAUREEN	$4,806.95
BALLARD, MARION	$386.54
BALLENAS, SAMPAGUIT	$45,531.58
BALLS, FRANCES	$5,067.05
BALOGH, ROBERT	$24,908.64
BANERJEE, LINDA	$6,584.69
BANGSUND, PATTY	$58,887.82
BANGSUND, JEAN	$13,975.54
BARATH, TERRI	$28,845.14
BARATH, EDITH	$27,200.28
BARNABAS, IDA	$82,608.09
BARRY, MARY	$64,260.33
BARSI, JEAN	$61,805.12
BARSI, DOROTHY	$53,596.19
BARSNESS, CAROLYN	$3,215.65
BARSNESS, ROBERTA	$2,410.75
BARTA, MARGARET	$34,115.91
BARTA, DORIS	$9,989.84
BARTA, SHAUN	$0.00
BATES, MARJORIE	$50,295.34
BATES, MARJORIE	$0.00
BATHGATE, KATHY	$57,351.65
BATTERS, SHARON	$54,873.67
BAUDRIA, PAMELA	$29,532.35
BAUDU, THERESA	$8,246.88
BAUER, MARY	$28,258.52
BAUMGARTNER, ELISE	$27,858.26
BAUN, SHERI	$19,629.51
BEAHM, JAN	$52,301.50
BEALE, JANET	$30,605.21
BEATTIE, KELLY	$46,355.64
BEATTIE, JENNIFER	$37,499.91

BEAUDOIN, TRINA $9,162.66
BEAUDRY, DEBORAH $54,126.05
BEAULIEU, JOSIE $41,712.18
BECKER, JILL $11,599.90
BECKER, GERALDINE $5,074.94
BECKIE, JO ANN $73,281.58
BECKMAN, COLLEEN $27,061.88
BECK-TROFIMENKOF, JANET .. $23,811.06
BEDECS, FRANK $0.00
BEDORE, TRACY $17,463.37
BEDORE, JANET $1,199.43
BEKE, DEBRA $5,794.56
BELIVEAU, KAREN $7,217.71
BELL, DEBBIE $26,312.83
BELL, LYNDA $21,793.30
BELL, FAYE $21,329.91
BELL, CYNTHIA $486.12
BENDER, CATHY $27,967.82
BENNING, DOROTHY $14,214.89
BEREZOWSKI, MONIQUE $50,513.95
BERGER, LILLIAN $145.44
BERNSTROM, PATRICIA $32,136.72
BERT, SHELLEY $17,307.78
BERTHELETTE, PAMELA $6,736.97
BESSEY, CAMERON $37,501.33
BEST, SHERLYNNE $64,797.48
BIBERDORF, JEANNETTE $61,540.34
BIEN, DEBRALEE $18,439.04
BIESENTHAL, TRACI $25,023.25
BIGEAGLE, CALVIN $42.19
BILIAK, SHIRLEY $7,930.56
BINNS, AUDREY $30,524.85
BIRG, LOIS $31,258.00
BIRG, LYNETTE $12,542.81
BIRNIE, HEATHER $62.95
BIRNS, LEANNE $89.07
BISSON, DARLENE $31,933.66
BJARNASON, DOROTHY $53,758.99
BJORKLUND, JAMES $19,937.42
BLACK, PATRICK $30,997.67
BLACKSTOCK, BERNIE $38,509.34
BLACKSTOCK, LINUS $35,090.48
BLAINE, TREVOR $0.00
BLAIS, MELISSA $18,126.17
BLANCHARD, KRYSTAL $5,803.31
BLEICH, MIMI $27,888.40
BLEROT, KARLA $46,038.41
BLEROT, VIVIANE $25,438.91
BLEZY, DIANNE $61,087.94
BLEZY, GARRY $28,979.53
BLOCK, SHAUNA $31,051.59
BLOCK, RONALD $211.72
BLOMBERG, TIA $27.88
BOCIAN, AMANDA $25,949.02
BOCIAN, LINDA $25,140.88
BODE, JEAN L $60,550.73
BOHN, LINDA $31,093.50
BOHN, DORIS $7,432.96
BOHN, TERESA $3,816.27
BOHNERT, DENNIS $35,528.75
BOIRE, EVELYN $12,554.46
BOIRE, ELAINE J $4,960.21
BONK, JOANN $198.26
BORGEN, VALORIE $34,802.22
BORNN, JANET $28,906.81
BORYS, SHERRY $8,080.93
BOSTOCK, KRISTA $57,395.84
BOURASSA, JOANNE $18,629.80
BOURASSA, DAVID $0.00
BOURGON, MARILYN $0.00
BOURHIS, SUSAN $30,823.75
BOURHIS, KAREN $29,335.30
BOURHIS, LOIS $368.89
BOUSFIELD, PATRICIA $24,789.52
BOUSFIELD, ASHLEY $7,134.77
BOUTIN, AGNES $73,375.88
BOUTIN, FRANCES $18,346.33
BOUTIN, AGNES $331.35
BOWER, GERTRUDE $8,035.87
BOWES, LEONA $26,940.60
BOWLER, JENNIFER $9,277.89
BOYCHUK, RUTH $0.00
BRAATEN, LUCILLE $31,778.95
BRADY, LYNN $59,087.57
BRADY, M $31,172.25
BRADY, GAIL $29,616.95
BRANDOW, AMANDA $7,551.40
BRANTON, BEVERLY $28,377.78
BRANVOLD, SHERRIE $51.87
BRASSEUR, KARLEEN $33,685.73
BREISNES, MARJORIE $27,402.24
BRENHOLEN, JUDY $27,205.38
BRENHOLEN, DARLA $16,339.25
BRENNER, ELAINE $57,742.19

BRESCIANI, DOUGLAS $72,196.76
BRESCIANI, JENNIFER $2,689.31
BREWER, BEVERLY $14,695.20
BREZINSKI, BERNARD $3,963.46
BRIMNER, JAIME $13,329.24
BRISTOL, CHARLOTTE $27,701.54
BROCK, NAN $28,385.32
BRODZIAK, MELODIE $6,027.72
BROUGHTON, SHARON $55.59
BROWN, ERIC $61,887.04
BROWN, CAROL $57,715.34
BROWN, PAULA $36,848.75
BROWN, PAMELA $30,655.20
BROWN, MARILYN $29,883.30
BROWN, BRANDY $16,738.49
BROWNRIDGE, FLORENCE $30,910.14
BRUCE, HEATHER $33,523.33
BRUDER, EVELYN $25,835.93
BRUMFIELD, BARRY $53,487.22
BUCHAN, TANYA $28,548.91
BUCHANAN, LAUREE $19,249.34
BUCHANAN, KAREN $7,486.72
BUCKINGHAM, JOAN $55,202.47
BUCKMASTER, ANGELA $4,586.89
BUISSE, DIANE $33,768.80
BUMSTEAD, LORETTA $29,588.52
BUMSTEAD, LARRY $29,179.71
BUNZ, DIANNE $26,869.31
BUNZ, DIANNE $6,176.63
BUNZ, ALLAN $300.01
BURAK, BRENDA $59,892.81
BURGESS, PENNY $35,816.11
BURGESS, SUSAN $18,676.37
BURLEY, GORDON $47,982.36
BURLEY, CANDIS $15,835.44
BURNETT, SALLY $55,244.71
BURNETT, DEBRA $22,335.76
BUTLER, VANESSA $118.63
BUTLER-JONES, DAVID $190,958.04
BUTT, MARTI $7,226.59
BUTT, MARY $3,627.44
BUTTON, DEBRA $25,288.25
BYE, CANDY $37,610.85
BYRD, GENNARINA $33,221.19
BYRNS, CAROL $50,271.99
BZDELL, CHERYL $32,404.84
CAIRNS, ELLEN $26,695.00
CAIRNS, NORMA $19,929.19
CAIRNS, ELLEN $11,337.20
CAIRNS, CAROL $9,867.03
CALDWELL, BRENDA $3,657.88
CALLADINE, LINDA $22,990.75
CALLANDER, RUTH $24,501.04
CAMERON, VALERIE $40,489.17
CAMERON, MARGARET $34,121.57
CAMERON, ELAINE $25,177.29
CAMERON, MAUREEN $17,749.62
CAMERON, NICOLE $8,682.76
CAMERON, ELAINE $1,853.61
CAMERON, STACY $49.76
CANNON, JANET $57,466.13
CANNON, WILLIAM $51,099.36
CANNON, WILLIAM $14,035.57
CARLBERG, DIANNA $28.05
CARLSON, JOYCE $32,150.23
CARLSON, MARSHA $28,274.26
CARLSON, DIANNE $27,621.39
CARLSON, TRACY $23,867.21
CARLSON, SANDRA $23,238.54
CARLSON, HEATHER $11,766.94
CARLSON, ALMA $1,548.55
CARLSON, TANYA $0.00
CARPENTER, MELINDA $18,438.57
CARRIERE, CONSTANT $10,725.33
CARRIERE, ANNETTE $8,403.41
CARRIERE, LORETTA $2,940.44
CARTER, COREEN $26,554.47
CARTER, DONNA $15,365.21
CARVER, DARYL $29,609.87
CARVER, ALANA $1,602.84
CASLER, BARBRA $26.00
CHAMPAGNE, DARLENE $22,967.93
CHAMPIGNY, LINDA $22,579.98
CHAMPIGNY, LINDA $9,431.63
CHAPMAN, LINDA $29,664.41
CHAPMAN, KAREN $26,537.89
CHAPMAN, BECKY $11,075.38
CHAPMAN, DONNA $6,504.86
CHARLES, LAUREL $69,358.50
CHARLES, KORRI $2,968.79
CHARTRAND, LISA $3,105.24
CHERNOFF, CYNTHIA $32,097.96
CHERPIN, CHERYL $235.55
CHERRY, LOIS $2,799.89

CHESSALL, DONNA	$20,042.11
CHEYNE, LOIS	$25,512.13
CHINSKI, PATRICIA	$20,525.90
CHRISTENSEN, CHRISTINA	$924.30
CHURKO, CHERYL	$11,390.13
CHURKO, BRADLEY	$448.71
CLAFFEY, SCOTT	$272.42
CLARK, BARBARA	$41,351.86
CLARK, AUDREY	$31,645.60
CLARKE, BRENDA	$25,192.17
CLAUDE, MIKE	$56,702.40
CLAY, SHARON	$28,177.11
CLEASBY, SANDRA	$62,090.01
CLEMENTS, MARIE	$30,357.24
CLEVELAND, IVAN	$7,673.24
CLEVELAND, MARLENE	$4,566.33
COAD, SUSAN	$30,467.37
COBB, LENORA	$62,655.12
COBBE, STACEY	$6,138.14
COBBLEDICK, PEGGY	$25,704.08
COCHRANE, JEANNINE	$19,231.93
CODE, BARBARA L	$16,465.27
CODERRE, KARA	$22,097.39
CODERRE, MICHELLE	$4,576.44
COLBOW, JOHN	$216.26
COLBOW, SHANNON	$159.97
COLE, LAURIE	$58,428.94
COLE, FLORENCE	$623.01
COLLARD, MARIE	$69,937.22
COLLARD, CLEMENT	$54,988.80
COLLEAUX, JOLEEN	$8,755.41
COLLINS, ALISON	$27,768.07
COLLOPY, CINDY	$192.27
CONRAD, DIANA	$25,699.62
COOKE, KEVIN	$246.26
COOMBS, BRENT	$0.00
COONEY, DONNA	$65,207.92
COOPER, EVA	$27,448.10
CORBETT, SHANNON	$26,661.60
CORKISH, SHIRLEY	$46,459.26
CORKISH, ROSS	$34,025.06
CORLEY, ROSY	$36,263.30
CORNFORTH, JOE	$28,007.54
CORNISH, MARNELL	$69,455.49
CORNISH, KEVIN	$30,691.27
CORRIGAN, EILEEN	$26,334.23
COUPAL, MOLLY	$31,737.80
CRAIG, AULDENE	$29,133.08
CRASSWELLER, PATRICIA	$59,301.73
CRONAN, MELANIE	$13,290.90
CROSS, KENNETH	$58,796.26
CROSS, SHANNON	$43,077.78
CROSS, CAROLYN	$31,162.81
CROSS, NORMAN	$30,431.76
CROSS, CRYSTAL	$28,656.94
CROSS, LORRAINE	$24,691.35
CROSS, DIANNE	$20,200.20
CROSSMAN, MAUREEN	$34,325.35
CRUMP, GAIL	$34,869.49
CRUMP, BRIAN	$1,447.51
CUDDINGTON, DENISE	$7,264.32
CUGNET, MARGARET	$111,813.41
CUGNET, HEATHER	$33,641.52
CUGNET, DOUG	$31,657.02
CULBERTSON, MARGARET	$28,051.33
CULL, DONNA	$4,191.99
CUNNINGHAM, MELANY	$11,624.21
CURRAN, GEORGE	$10,189.90
CURRIE, BARBARA	$19,441.04
CURRIE, BARBARA	$11,645.83
CURRIE, COLLEEN	$1,622.57
CURTIS, MARGO	$33,460.63
CURTIS, TRACY	$4,940.04
CUTLER, PENNY	$110.60
DAENCKAERT, MARGARET	$20,837.21
DAER, ELAINE	$28,543.99
DAHL, TIM	$4,240.16
DAKU, JEAN	$60,843.92
DAKU, EUNICE	$7,529.71
DAKU, VELMA	$70.80
DAKU, JEAN	$0.00
DALEY, RICK	$9,599.04
DALZIEL, TAMMY	$27,833.63
DAMMANN, MARIE	$25,911.33
DANCEY, CRYSTAL	$46,535.15
DANIELSON, JEANNETTE	$9,578.04
DANYLUK, SYLVIA	$58,176.55
DARTIGE, BRENDA	$19,429.81
DAVID, LILIAS	$59,080.44
DAVIES, JUDY	$11,042.86
DAVIS, KATHY	$68,983.19
DAVIS, DONNA	$12,959.79
DAVIS, RONDA	$8,389.03
DAVIS, CATHERINE	$5,884.85

DAY, CARMEN	$21,338.54
DAYMAN, MONICA	$35,560.04
DE BUSSAC, JACQUELIN	$14,198.59
DE VRIES, LOELDINE	$32,230.38
DEAN, KENNETH	$51,449.78
DEBENHAM, MARGARET	$4,218.49
DEBRUYNE, BERYL	$26,834.48
DECHAINE, WENDY	$19,499.78
DECKER, LAURIE	$46,209.16
DEDECKER, BETTYANN	$34,385.49
DEDECKER, DWAYNE	$573.82
DEGAGNE, ROBERTA	$36,591.61
DEGAGNE, ALAIN	$3,187.21
DEGENHART, MARGUERIT	$39,817.06
DELAET, LISA	$275.86
DELALLEAU, ANGELA	$14,472.45
DELANOY, DARLENE	$30,508.63
DEMARCHI, SARAH	$25,080.90
DEMARCHI, DENISE	$350.05
DEMYEN, LORETTA	$24,907.03
DEREN, MARY	$23,380.76
DEREN, MARY	$11,408.81
DEREN, LINDSAY	$3,055.70
DEROO, DREE	$30,971.39
DEROOSE, JUDITH	$61,726.01
DEROOSE, LISA	$4,328.30
DESCHAMBAULT, DELORES	$31,739.78
DEVREESE, DONNA	$31,561.85
DEVRIES, LORIE	$52,166.17
DEW, HEATHER	$46,488.76
DEZELL, HELEN	$70.33
DEZELL, LAWRENCE	$6.71
DICKIE, DIANE	$30,331.02
DICKIE, JANICE	$18,429.84
DINIUS, NAOMI	$3,399.55
DIONNE, ROGER	$4,572.48
DIXON, JEANNETTE	$32,038.66
DIXON, PATRICIA	$30,905.91
DIXON, JILL	$28,488.21
DIXON, MELISSA	$26,957.50
DIXON, GRACE	$10,595.56
DOKA, DEBBIE	$916.02
DOMES, EVANGELIN	$32,931.22
DOMES, DAWNE	$9,565.27
DONALD, DOBRILA	$61,157.38
DORNIAN, SUZANNE	$37,574.06
DORRANCE, LORI	$24,777.43
DORSCH, HELENE	$59,537.80
DOUCETTE, DOUG	$2,271.71
DOUGHERTY, SHELLEY	$24,695.27
DOUGHTY, MARILYN	$6,820.96
DOUGLAS, LINDA	$35,317.18
DOUGLAS, DONALDA	$18,527.26
DOVELL, KATHY	$28,353.48
DOVELL, KANDI	$24,823.22
DOWNEY, STACY	$48,308.81
DREBNICKI, STACEY	$55,021.34
DREBNICKI, STACEY	$191.97
DREGER, DIANNE	$21,461.74
DRUCK, LINDA	$32,383.54
DRUCK, VERONICA	$8,263.82
DRYDEN, STACY	$11,081.94
DRYSDALE, MARILYN	$12,235.49
DUBE, SHIRLEY	$18,715.64
DUCKARMIE, TRISHA	$10,446.98
DUDKA, AMANDA	$1,622.63
DUECK, JODI	$22,271.83
DUFFUS, LINDA	$71,801.92
DUHAIME, TARA	$5,695.94
DUKART, KARON	$27,851.43
DUKE, SHELLEY	$9,543.88
DUMAINE, JANICE	$36,339.73
DUMAINE, LORAINE	$24,456.65
DUMAINE, JANICE	$5,681.59
DUMONCEAUX, MARLENE	$32,136.82
DUNBAR, LYNDA	$61,002.25
DUNBAR, JAN	$21,744.84
DUNBAR, DEBBIE	$20,086.82
DUNHAM, KAREN	$31,431.27
DUNHAM, AVA	$24,412.57
DUNHAM, BRIAN	$1,393.36
DUNN, RILLA	$0.00
DUPUIS, ANGELA	$32,657.65
DUSYK, BRADLEY	$185.07
DUXBURY, LAVAUGHN	$49,354.23
DYCK, LAURIE	$7,361.16
DYER, DEBORAH	$52,029.61
DYER, CYNTHIA	$458.27
DZUBA, RHONDA	$24,767.93
DZUBA, BONNIE	$12,110.27
EAGLES, MARNELL	$27,403.91
EALEY, CAROL	$29,393.32
EALEY, ERIN	$15,760.79
EARL, SHAUNA	$38,914.47

EAST, DEANNA	$33,145.86
EASTON, SHELLY	$28,661.74
EASTON, COLLEEN	$27,853.45
EASTON, COLLEEN	$12,349.52
EBEL, JANET	$39,378.38
EBERLE, DONNA	$30,145.58
EBERLE, PATRICIA	$4,985.69
EBERTS, CORRINE	$27,279.73
EDDY, CHARLES	$66,610.06
EDDY, KELLY	$58,345.08
EDWARDS, WANDA	$23,716.74
EHMAN, DON	$94,498.05
EHRHARDT, JOYCE	$25,389.61
EKLUND, MICHELLE	$369.02
ELDER, BONNIE	$31,960.42
ELDER, BRENDA	$21,950.69
ELDER, CONNIE	$166.08
ELFORD, VICTORIA	$2,997.14
ELIAS-WHITE, JENNIFER	$72,383.55
ELLENBERGER, LYNNE	$34,842.26
ELLINGSON, CAROL	$28,682.23
ELLIOT, MARY	$2,309.71
ELLIOTT, ARLENE	$30,639.10
ELLIOTT, SHARON	$1,758.03
ENGEBRETSEN, MARY	$62,701.76
ENGLOT, LUCY	$35,510.44
ENGLOT, DONNA	$27,768.04
ERETH, PATRICIA	$27,339.51
ERHARDT, BRENDA	$38.20
ERICK, ANNA	$31,599.52
ERICKSON, RHONDA	$33,624.50
ERICKSON, MARJORIE	$31,156.78
ERICKSON, TANYA	$24,053.33
ERICKSON, HEATHER	$18,750.10
ERICKSON, ANGELA	$16,968.06
ERIXON, LISA	$19,592.30
ERNST, STEPHANIE	$4,252.14
EVANS, BONNIE	$31,130.56
EVANS, LOIS	$20,206.08
EVANS, PATTY	$2,603.23
EWERT, KAREN	$310.50
FABER, RAE-ANNE	$1,227.03
FAHLMAN, RANDAL	$18,545.76
FARNDEN, JOANNE	$55,439.38
FARR, BECKY	$9,657.48
FARSTAD, SHEILA	$29,277.02
FAUTH, DARLA	$61,506.10
FAUTH, DARLA	$1,499.19
FEDAK, MERLE	$56,954.47
FEDAK, MERLE	$5,716.04
FEIST, LORNA	$31,929.65
FELLNER, BRENDA	$27,591.47
FELLNER, LORNE	$20,537.38
FELLNER, RUTH	$10,538.82
FERCHOFF, JEANETTE	$20,083.86
FERGUSON, RANDY	$41,201.87
FERGUSON, KORALEE	$18,435.85
FICHTER, TAMARA	$40,985.45
FICHTER, GLENDA	$1,168.84
FICKEN, TERRY	$31,135.44
FIEBER, MARY	$56,231.49
FIEBER, MARY	$4.49
FIECHTER, KAREN	$13,179.02
FIELDGATE, CATHERINE	$30,991.60
FIGLER, CAROL	$24,784.93
FINCH, RHONDA	$15,553.28
FINCH, DALE	$616.79
FINNEY, VALERIE	$17,631.30
FISH, KELLY	$2,665.77
FISHER, REG	$32,118.34
FISHER, DONNA	$31,868.57
FISHER, MAXINE	$5,972.16
FISHER, DWIGHT	$90.00
FISTER, VALERIE	$60,873.23
FLAATEN, JEFFREY	$14,869.10
FLECK, BELVA	$30,960.21
FLECK, ALDYTH	$6,154.97
FLECK, AMANDA	$4,347.90
FLEMING, DUANE	$1,495.09
FLEMINGTON, MABEL	$33,872.49
FLETT, HEATHER	$6,515.02
FLEURY, LYNDA	$15,691.63
FLOREK, DEBRA	$28,814.46
FLOREK, THOMAS	$52.70
FLYNN, SHAWNA	$5,481.31
FOLBAR, SHELLEY	$37,111.33
FOLEY, STEPHEN	$37,607.32
FOLK, LISA	$30,561.10
FONAGY, KELLY	$24,145.59
FONG, GLORIA	$56,701.65
FOORD, CHRIS	$17,805.71
FORD, NICOLA	$31,820.93
FORNWALD, JUDITH	$73,922.18
FORNWALD, DIANE	$20,535.93

FORNWALD, DONNA	$15,516.92
FORNWALD, TARA	$3,020.63
FORSETH, SHARON	$25,933.46
FORSETH, KELLY	$15,715.95
FORSGREN, KERI	$1,845.44
FORSGREN, MORLEY	$1,214.29
FORSTER, TANNIS	$6,373.39
FOSS, COLLEEN	$16,003.99
FOSTER, YVETTE	$31,481.92
FOWLER, CONSTANCE	$30,393.14
FOWLER, DANA	$7,119.05
FOX, MARVIN	$55,230.44
FOX-APPLEGATE, LORNA	$23,266.91
FRADETTE, IRENE	$22,623.01
FRADETTE, TERESA	$16,901.84
FRANK, DEBRA	$56,534.42
FRANK, DONNA	$3,336.00
FRANKE, BECKEY	$31,877.96
FRANKLIN, CAROLYN	$29,832.48
FRANKLIN, ANITA	$28,179.18
FRANKS, EDNA	$16,839.47
FRAZER, REJEANNE	$29,651.37
FRAZER, REJEANNE	$41.55
FRECON, CHRISTA	$36,683.42
FRECON, BRIAN	$30,025.68
FRECON, AGNES	$22,002.44
FRECON, WENDY	$20,779.24
FRECON, ELSIE	$13,737.11
FREDERICK, ELAINE	$8,264.45
FREEMAN, BRENDA	$26,821.81
FREITAG, DARLENE	$30,461.08
FREITAG, ROBERTA	$4,422.71
FREUNDL, CAROLE	$34,397.68
FRIARS, NICOLE	$32,245.61
FRIESS, TERENA	$1,006.65
FRIZZELL, BRENDA	$7,414.03
FRY, JODY	$1,922.54
FUNK, DOROTHY	$3,076.90
FURRER, KLONDYE	$945.12
GAAB, TALLY	$5,030.41
GABRIEL, MAUREEN	$68,574.99
GAINER, LUCILL	$5,301.91
GALARNEAU, JEANNETTE	$46,371.18
GALARNEAU, CORRINE	$31,391.64
GALARNEAU, JANET	$1,855.05
GALGER, APRIL	$27,057.92
GALGER, TANYA	$22,628.82
GALGER, GLEN	$16,763.23
GALL, PENNY	$32,412.17
GALL, LORIE	$30,643.00
GALL, JEANNETTE	$30,008.67
GALL, JANE	$26,781.45
GALL, SHELLY	$20,337.18
GALL, CHARLENE	$12,171.97
GALL, ALEX	$39.35
GALLANT, DEBBIE	$43,563.81
GALLOWAY, DAVE	$108,218.99
GAMMACK, CAMERON	$51,064.88
GAMMACK, M RUTH	$17,257.84
GARLAND, DENISE	$22,406.28
GARLING, KATHERINE	$31,855.59
GARNER, WANDA	$9,885.51
GARRATT, DARLEEN	$290.44
GARRAWAY, ALISON	$6,792.14
GARVEY, CARON.	$51,724.25
GATZKE, VIVIAN	$31,330.71
GAUDET, TRACY	$27,466.61
GAULEY, TARA	$3,416.20
GEBHART, DEANNA	$46,349.06
GEIGER, DAWN	$20,203.52
GEIGER, WAYNE	$575.23
GEIGER MARTEL, JENNY	$31,035.20
GEISEL, ADELINE	$1,735.83
GEORGE, DANIELLE	$28,301.53
GEORGE, DONNA	$27,020.18
GEORGE, JOYCE	$7,776.23
GEORGE, LORRAINE	$3,147.58
GEORGE, JOYCE	$1,428.94
GERESOLA, FEBE	$11,777.52
GERVAIS, JANIS	$38,751.58
GERVAIS, TAMMY	$38,589.15
GERVAIS, LUCILLE	$23,812.64
GERVAIS, JODY	$3,128.94
GEYSEN, SHIRLEY	$29,034.23
GIBBONS, NICOLE	$0.00
GIBLETT, LOIS	$25,483.84
GIBSON, SYLVIA	$60,179.39
GIBSON, SUZANNE	$43,121.19
GIEM, SHEILA	$32,539.89
GILBERTSON, LAUREN	$9,382.92
GILLES-HOEFER, SANDRA	$34,569.45
GILLILAND, PATRICIA	$28,220.89
GIRARDIN, THERESA	$57,976.24
GIRARDIN, THERESA	$4,637.97

GIRAUDIER, VALERIE	$15,823.63
GIRAUDIER, WANDA	$5,705.55
GIROUX, JANICE	$94,131.98
GLAB, JOHNNIE	$47,342.04
GLASSER, RONALD	$23,823.93
GLOVER, TONI	$32,668.56
GLOWATSKI, BRIAN	$30,757.43
GOBEIL, HENRY	$59,976.50
GOBEIL, LOUISE E	$58,686.53
GODENIR, PAULETTE	$29,019.22
GODENIR, LEAH	$24,192.76
GODENIR, PAULETTE	$18,048.43
GODENIR, JOANNE	$1,463.80
GOEBEL, SHEILA	$29,797.98
GOERES, MURRAY	$83,421.33
GOERES, ELIZABETH	$23,276.26
GOERES, MURRAY	$1,560.29
GOLESKI, BEVERLY	$5,878.41
GONZALEZ, MARIA	$27,753.99
GOOD, LAURIE	$630.71
GOODWIN, AVRIL	$224.59
GORDON, LINDA	$62,686.55
GOSSELIN, SHEILA	$38,106.41
GOUDY, SHEILA	$34,386.57
GOUDY, VALERIE	$30,061.16
GOULD, EDITH	$2,445.11
GRAEFER, CHERYL	$19,307.98
GRAHAM, STACEY	$23,626.80
GRANT, DAMON	$624.22
GRASS, TERESA	$32,437.43
GREEN, DIANNA	$55,529.69
GREENBANK, TAMARA	$59,284.85
GREENBANK, G FAYE	$11,870.21
GREENING, JEFFERY	$54,363.58
GREENING, DIANE	$178.47
GREENLAY, HELEN	$26,901.65
GREGORY, MURRAY	$36,402.71
GREGORY, JOAN	$29,972.70
GREIG, DARLENE	$17,965.51
GREIG, TYSON	$4,709.16
GRIBBON, SHAWNA	$0.00
GRIEVE, NANCY	$13,483.83
GRIEVE, KAREN	$3,777.76
GRIEVE, MELISSA	$732.78
GRIFFITHS, JUDY	$16,919.76
GRIFFITHS, MARIE	$14,960.23
GRIMES, LEISA	$27,664.55
GRIMES, LINDA	$26,995.82
GRIMES, PATRICIA	$11,892.10
GRIMES, SYLVIA	$7,151.38
GUENTHER, CRYSTAL	$37,612.74
GUILLEMIN, JOAN	$20,505.45
GUILLOUX, EDITH	$60,533.68
GULASH, LYNNE	$13,331.61
GULASH, LYNNE	$4,436.47
GUNDERMAN, NORMA	$9,154.07
GURALUICK, CHARLENE	$2,016.57
GUSTAFSON, WENDY	$14,311.36
GUSTAFSON, JOANNE	$8,412.17
GUTHEIL, CAROLE B	$60,777.16
GUTZKE, PAMELA	$220.10
HACK, CHERYL	$25,636.24
HADDOW, JANET	$6,346.90
HAGEN, LINDA	$8,481.33
HAINES, PATRICIA	$32,992.79
HAINSWORTH, LYNDA	$29,843.05
HAINSWORTH, SANDRA	$20,334.06
HALL, LISA	$31,550.48
HALL, EVELYN	$28,041.95
HALLBERG, KEVIN	$30,622.65
HALLBERG, KARI	$28,439.07
HALLICK, GLORIA	$28,939.68
HAMEL, CHANTAL	$73,116.29
HAMILTON, BRENDA	$22,042.35
HAMMELL, LAURIE	$32,859.02
HANNAN, SUSAN	$35,464.32
HANNI, SANDRA	$597.43
HANSEN, LEANNE	$27,094.41
HANSEN, PATTILYNN	$23,539.99
HANSON, JUDY	$36,825.54
HANSON, MARILYN	$25,818.16
HANSON, JANICE	$25,152.01
HANUSICH, DENYNE	$41,877.97
HANUSICH, DWAYNE	$1,264.93
HARDER, ROSE	$32,609.83
HARDING, CHRISSIE	$30,836.05
HARDY, ROBERTA	$7,085.43
HARKINS, COLLEEN	$4,814.70
HARMS, SHARON	$5,539.91
HARRISON, IAN	$18,022.15
HARRISON, AUDREY	$7,696.93
HARTNESS, MELANIE	$35,442.77
HASE, JAN	$31,752.41
HASE, WENDY	$9,724.11

HASE, WENDY $8,899.50
HASKEY, CHRISTINA $19,761.46
HASSLER, KARISSA $46,702.21
HASSLER, DONNA $32,768.62
HAUGLUM, VERNA $30,184.09
HAUGLUM, JOANN $29,077.82
HAUGLUM, TERRY $263.00
HAUPSTEIN, DARLENE $68,920.99
HAUPSTEIN, PAMELA $28,341.78
HEATCOAT, CHERYL $53,390.06
HEATH, TAMMY C $27,509.44
HEATH, TAMMY M $2,693.28
HEATH, AMBER $871.64
HEATON, DOROTHY $27,324.58
HEATON, DARLA $20,087.39
HEDSTROM, SANDRA $21,199.66
HEGLAND, SELENA $46.83
HEHN, L ALICE $838.85
HEHN, L ALICE $566.56
HEIDEBRECHT, COLLEEN $31,114.08
HEIN, CHERISE $38,214.32
HELFRICK, BARBARA $23,336.62
HELFRICK, KENNETH $20,456.49
HENDERSON, JUANITA $32,920.65
HENDERSON, JENNIFER $1,685.77
HENGEN, CARRIE $30,583.92
HENGEN, MARY-ANN $28,511.91
HENGEN, NORAH $21,805.91
HENGEN, JOSEPH $904.10
HENGEN, KEVIN $101.85
HENHEFFER, CAILEY $7,031.87
HENNIE, EILEEN $26,597.78
HENRICKSEN, ROSEMARY $52,370.72
HENRION, LORRAINE $5,762.03
HENRY, KAREN $57,450.57
HEPTING, BONNIE $67,060.44
HERBERHOLZ, DONALD $61,020.28
HERBERHOLZ, DEBRA $32,304.53
HERBERHOLZ, JUDY $31,590.77
HERBERHOLZ, DIANE $29,126.02
HERBERHOLZ, LORREEN $14,614.79
HERBERHOLZ, KARLY $4,982.83
HERMANN, PHYLLIS $31,093.38
HERNANDEZ, JUANA $27,296.29
HERNANDEZ, KARLA $16,554.58
HEROLD, JOANNE $23,723.14
HERZBERG, BRENDA $5,019.27
HESHKA, DEANNA $12,054.05
HEWITT, OWEN $35,558.86
HEWITT, PATRICIA $31,629.29
HEWITT, GWEN $28,068.43
HEWITT, ANGELA $8,287.96
HEWSON, ROXENA $6,074.63
HEWSON, ROXENA $3,657.85
HICKS, DONNA $31,747.13
HICKS, DELORIS $21,189.96
HIGHMOOR, SHARMAN $8,255.16
HILDEBRAND, GERALD $92,708.70
HILDERMAN, LANA $27,798.27
HILL, LAURIE $58,595.96
HILL, MARCELLIA $29,148.66
HILL, JANICE $23,892.16
HILL, SANDRA $4,274.83
HILLSTEAD, TAMMY $21,441.67
HILLSTEAD, DEBORA $19,696.43
HIMSL, JAYNIE $22,523.97
HINGTGEN, SHARON $32,787.02
HIRSCH, PAULETTE $19,509.61
HIRSCH, MARCIA $11,962.84
HIRSCH, TRACIE $1,736.45
HJERTAAS, BLAINE $10,616.38
HOAG, JOANNE $30,615.55
HOBBS, JEAN $0.00
HOCKEY, DEBORAH $21,058.43
HOCKLEY, KAREN $3,987.35
HOFFART, SHELLEY $57,039.94
HOFFART, DEANNA $43,918.02
HOFFART, RICHARD $31,477.14
HOFFART, ANGELA $28,664.77
HOFFART, RHONDA $26,419.35
HOFFMAN, DEBRA $3,600.52
HOFSETH, JEAN $30.17
HOIUM, CYNTHIA $54,858.54
HOIUM, FAYE $29,233.94
HOLDEN, LINDA $114.31
HOLDSTOCK, JOANNE $8,622.00
HOLLINGSHEAD, JOANNE $68,937.49
HOLLINGSHEAD, JOANNE $9,598.63
HOLLOWAY, GISELE $12,566.82
HOLMES, DAWNITA $420.31
HOLONICS, RHONDA $31,987.97
HOLT, PAULETTE $12,991.19
HOMPOTH, MARDEL $2,218.69
HONIG, CAROL $34,739.50

HOOD, PATRICIA $239.05
HORNER, PATRICIA $55,684.97
HORROCKS, MARY $32,772.25
HORSMAN, RHONDA $29,333.04
HORVATH, BRENDA $26,503.17
HOUSTON, NORA $55,433.94
HOUSTON, GREG $33,571.44
HOVORKA, MARLENE $24,933.28
HOWARTH, CAROL $25,947.72
HOWE, LANA $266.58
HOWSE, KEITH $25,985.77
HOWSE, GAIL $4,313.72
HOWSE, KEITH $1,150.98
HOWSE, SHAWN $422.11
HRADOWY, JODY $6,357.18
HUBICK, DEBRA $27,543.73
HUDSON, SHEILA $24,242.49
HUEBNER, TAMRA $37,432.23
HUEL, TANIA $61,548.24
HUFF, DEBRA $29,280.41
HUME, LYNETTE $66,711.93
HUMPHRIES, CANDACE $32,317.58
HUNT, JENNIFER $34,987.99
HUNTER, CARL $59,329.91
HUNTER, CHRISTINA $58,126.25
HUTCHISON, HELEN $21,935.62
HUTT, JENNIFER $11,169.40
HUXTER, MELANIE $21,963.54
IGNATIUK, LYNDA $22,465.33
ILCHUK, TRINA $25,842.27
IPPOLITO, DONNA $31,607.36
IRELAND, BEVERLY $68.31
IRWIN, CYNTHIA $66,008.14
IRWIN, SARA $39,048.87
IRWIN, CATHY $35,315.55
IRWIN, CHARMAINE $27,408.79
IRWIN, CRYSTAL $9,723.45
IRWIN, SHAWNA $5,552.40
ISAAC, TREENA $31,308.48
ISLEIFSON, BERTHA $38,452.70
IVANY, ANDREA $28,073.90
IZSAK, VIVIAN $6,472.00
JACKSON, LEANNE $2,647.25
JACOBS, JENNIFER $42,262.13
JACOBS, LINDA $310.54
JACOBSON, JOAN $16,759.37
JACQUES, MARGARET $28,201.22
JACQUES, JACQUELIN $19,574.64
JACQUES, PATRICIA $3,589.57
JAENEN, JUDY $17,298.08
JAMIESON, MARGARET $24,474.18
JENNINGS, NORMA $2,382.78
JENSEN, SHIRLEY $33,203.75
JENSEN, DIANE $26,681.68
JENSEN, SHANNON $26,174.68
JENSEN, TINA $10,028.03
JEWORSKI, CHARITY $2,775.29
JOA, JEAN $26,317.84
JOA, JODI $15,367.59
JOHNSON, ANNE $69,217.18
JOHNSON, CHERYL $64,286.33
JOHNSON, CHARMANE $56,630.08
JOHNSON, JOANNE $54,018.75
JOHNSON, AMOS $51,912.88
JOHNSON, BERNICE $34,517.99
JOHNSON, DEBORAH $26,166.40
JOHNSON, FAY $25,674.30
JOHNSON, MARLENE $21,132.58
JOHNSON, NORMA $20,160.85
JOHNSON, DENISE $17,129.83
JOHNSON, LYNNE $13,120.82
JOHNSON, DIANNA $12,885.03
JOHNSON, KATHERINE $2,973.97
JOHNSON, KATHY $2,744.96
JOHNSON, MELISSA $636.46
JOHNSON, ANNE $154.94
JOHNSON-HALLBERG, LISA $49,362.19
JOHNSTON, BRENDA $33,372.94
JOHNSTON, LOIS $32,311.73
JOHNSTON, MARILYN $21,387.75
JOHNSTON, SANDRA $20,392.21
JOHNSTON, SANDRA $4,446.76
JOHNSTONE, ADELINE $28,412.33
JOICE, HEDY $28,159.63
JONASSON, LOUANNE $55,044.74
JONES, SHIRLEY $16,942.70
JONES, KELLIE $6,916.01
JONES, KATHRYN $2,407.25
JOYCE, AUDRIE $8,253.47
KABAN, BETTY $27,411.09
KAKAKAWAY, JODY $2,836.57
KANE, CLARA $64,562.92
KAPELL, RILLA $45,614.96
KAPELL, SHELLY $22,667.54

KAPELL, RILLA $11,783.79
KARDASH, KIM $20,749.24
KARWANDY, BEVERLEY $31,607.83
KATSCHKE, LORNA $54,886.96
KAUF, BERT $50,006.35
KAUFMAN, GRANT $0.00
KAUTZ, DAWN $557.04
KAYTOR, PATRICIA $25,503.48
KEARNS, ROSEMARIE $29,244.40
KEARNS, SUSAN $9,674.89
KEATING, JOSELENE $36,056.92
KEEFE, BIRDENE $56,171.59
KEEN, CAROLINE $33,656.46
KEEN, CHRISTINA $29,353.63
KEHLER, ANITA $36,984.74
KEHLER, ELDON $32,468.20
KELLY, MYRNA $28,196.60
KENNETT RUSSILL, DEBRA $39,714.59
KEROWATSKI, PATSY $31,113.57
KERR, JANE $64,084.17
KERR, DEBBIE $24,362.89
KERR, STEPHANIE $19,747.49
KERSLAKE, AGNES $33,117.69
KERSLAKE, LENORE $31,286.98
KERSTEN, MARIA $27,056.79
KESSLER, PATRICIA $71,344.26
KESSLER, BARRY $5,684.52
KESSLER, LORRIE $671.37
KETCHESON, RICHARD ..... -$54.12
KETURAKIS, MARY JANE $33,902.34
KEW, VIVIAN $61,990.23
KEYES, ANITA $3,886.58
KEYS, LEANNA $4,261.14
KICKLEY, ELEANOR $8,791.47
KICKLEY, ELEANOR $4,350.35
KIEL, MARLA $10,370.80
KILBACK, WENDY $35,783.47
KINDRAT, BEVERLEY $14,162.61
KING, HEATHER $66,864.36
KING, JORETTA $28,645.59
KING, LOUISE $13,922.06
KINSLEY, CINDY $19,281.82
KIRBY, LINDA $28,603.09
KIRBY, ELIZABETH $5,235.91
KISH, KAREN $28,743.82
KISH, GLORIA $18,024.15
KISH, KELLY $0.00
KITCHEN, DONNA $3,174.94
KITCHEN, ED $2,094.48
KJERSEM, ELIZABETH $30,165.85
KLASSEN, CASSANDRA $14,582.06
KLEIN, TERRY $40,212.20
KLEIN, PAMELA $24,190.03
KLEIN, LINDA $14,525.45
KLEIN, LINDA $1,004.88
KLEPPE, LAURIE $53,569.97
KLEVEN, KAY $32,110.21
KLEVEN, SUNDAE $23,541.93
KNEBUSH, RAMONA $1,812.44
KNIBBS, DAWN $41,119.10
KNIBBS, RELNA $33,755.01
KNIBBS, DOREEN $28,388.88
KNOCH, DOROTHY $4,626.19
KNOLL, ROSE $26,876.76
KNOUREK, PATRICIA $20,653.47
KNOX, JENNY $30,974.40
KNOX, BOBBI-JO $25,195.98
KNOX, RONALD $5,515.86
KNUPP, DEBBIE $35,463.43
KOBIALKA, JOHN $26,312.96
KOBITZ, SHEILA $47,123.83
KOCH, B. GAY $29,073.12
KOECKERITZ, MYRNA $33,771.35
KOLENZ, KEN $57.95
KOLLER, MAY $21,781.38
KOPACZ, RUTH $7,741.00
KOPEC, SHARON $26,626.84
KOPEC, CANDACE $24,264.53
KORBO, JANEL $6,743.76
KOSIOR, DONALDA $31,564.12
KOSIOR, DEBORAH $25,208.87
KOSTYSHYN, ANITA $32,776.30
KOSZMAN, BEVERLEY $5,391.11
KOSZMAN, JUDY $4,080.16
KOT, GRACE $56,655.16
KOT, LILIANE $31,432.18
KOT, NANCY $31,024.47
KRADOVILL, SHERRY $9,624.70
KRAEMER, MAUREEN $59,754.51
KRAEMER, ELAINE $38,166.50
KRAINYK, IONE $25,316.80
KRAUSHER, KIMBERLY $8,612.34
KRELL, RUTH $24,639.21
KRUEGER, SHERYLANN $29,054.21

KRUPA, KARLENE $20,012.09
KRUSHELNISKI, KATHERINE $27,674.63
KUNTZ, BARB $44,685.99
KWOCHKA, TAMMY $27,749.10
KYLE, BRENDA $24,290.51
KYRYLCHUK, JUDY $57,879.12
KYRYLCHUK, LORRETTA $29,447.50
LACOSTE, SHANNON $455.20
LACOSTE, WANDA $310.67
LAFRENTZ, GAIL W $23,446.47
LALONDE, HELENE $217.87
LAMB, MARK $90.43
LAMONTAGNE, SHIRLEY $58,023.54
LAMONTAGNE, LOUISE $21,011.32
LAMONTAGNE, RAE $4,249.38
LAMONTAGNE, PATRICIA $423.36
LANGE, SHAWN $40.87
LANGENBERGER, SHIRLEY $46,855.43
LANKTREE, CARRIE $36,760.64
LANSBERRY, SHAROL $19,067.52
LANSDELL, LANA $32,606.20
LANSDELL, MERVIN $1,604.25
LANZ, ROSALIE $31,593.76
LANZ, TRINA $16,866.69
LAROCHELLE, WENDY $31,660.42
LAROSE, MICHELLE $43,906.94
LAROSE, DEBBIE $23,308.74
L'ARRIVEE, CRYSTAL $10,028.62
L'ARRIVEE, STELLA $1,446.10
LARSEN, BRENDA $26,276.58
LARSEN-JAMES, NANCY $19,370.89
LARSON, JODY $40,023.34
LARSON, LORETTA $9,611.10
LATHAM, ELIZABETH $58,715.74
LAURENT, DEBRA $68,937.50
LAURENT, CELIA $16,353.25
LAURENT, DONNA $3,524.36
LAUTNER, FREDA $48,236.43
LAWRENCE, LEANNE $10,597.79
LAWRENCE-NAYLEN, NANCY $20,146.86
LAWRENZ, MICHAEL $33,562.69
LAWTON, SHAWNA $4,677.56
LAYDEN, SHERRILEE $20,340.87
LE, EVELYN $29,557.55
LE NOUAIL, AUDREY $16,690.41
LEADER, DARLA $21,631.47
LEAS, CONNIE $29,035.29
LEATHERDALE, ELAINE $27,868.70
LEBLANC, SONYA $27,990.57
LEBLANC, LEANNE $8,183.42
LECLAIRE, BEATRICE $68,171.33
LEE, MICHAEL $62,949.66
LEE, COLLEEN $55,919.57
LEE, GLORIA $24,208.39
LEE, BONNY $22,855.82
LEE, TRISHA $16,239.90
LEE, DONNA $767.49
LEECH, DONNA $19,573.35
LEES, ANNETTE $30,487.08
LEES, GLORIA $20,118.81
LEES, CHERYL $11,884.13
LEES, GAYLE $3,271.48
LEGIN, RONALD $19,308.16
LEIPPY, DONNETTE $17,518.15
LEMIEUX, MELANIE $42,148.70
LEMIEUX, COLLEEN $31,079.72
LEMIEUX, DAVID $8,585.25
LENOUAIL, DASSA $9,498.87
LENOUAIL, ERNEST $2,728.58
LEPOUDRE, JADEAN $39,445.09
LEQUYERE, TRACY $30,886.30
LESY, SHARON $50,035.62
LEWGOOD, LISA $105.43
LEWIS, BERTHA $45,755.10
LILLEJORD, LEANNE $49.24
LINGELBACH, KAREN $6,801.61
LINTHICUM, NADINE $133.71
LISCHKA, ROBBINS $32,415.95
LISITZA, RUTH $31,370.86
LITTLE, BONNIE $23,951.23
LITTLEMORE, EVELYN $10,361.86
LIZUCK, VICKY $30,882.00
LOCHART, EVELYN $31,542.85
LODEN, CATHERINE $51,637.39
LOHSE, KIM $31,182.57
LONECHILD, JEANNIE $32,664.13
LONGLEY, YVETTE $28,440.31
LONGLEY, CODIE $4,483.13
LONOWAY, WESLEY $43,310.05
LOPPE, ANGELA $2,903.90
LOTUN, SHUBBEER $27,141.02
LOUCKS, ARLISS $7,972.03
LOUCKS, MARION $6,698.88
LOUSTEL, LORNE $40,063.21

LOUSTEL, KELLY $14,758.45
LOUSTEL, YVONNE $263.01
LOUSTEL, JORDAN $208.03
LUCYK, VANNESSA $27,653.66
LUDTKE, JUDY $41,450.37
LUDWIG, KATHRYN $3,160.95
LUECK, SHELLEY $43,938.30
LUND, TERRIE $18,416.22
LUPANKO, JENNIFER $13,551.68
LUSCOMBE, MICHELLE $57,955.50
LYNCH, KRISTAL $22,046.18
MAAS, BRIAN $59,475.71
MAAS, SUSAN $28,672.45
MAAS, SANDRA $28,225.29
MACCLEARY, ANGELA $59,386.30
MACDONALD, EVELYN $27,712.59
MACDONALD, MARION $27,358.45
MACDONALD, COLLEEN $17,380.84
MACDONALD, KRISTI $11,341.46
MACINNIS, JEANNETTE $34,234.73
MACKENZIE, MARDELLE $2,800.81
MACKENZIE-DEW, KIM $127.18
MACMILLAN, HEIDI $6,204.46
MACPHEE, ALAN $60,440.56
MACPHERSON, DARLENE $32,404.78
MACPHERSON, DONNA $12,474.82
MACPHERSON, JOAN $0.00
MAENDEL, HELEN $13,968.76
MAGNIEN, VALERIE $60,589.61
MAINS, MARNA $561.60
MAJOR, DONNA $23,121.35
MALIN, KATHLEEN $55,089.21
MANN, DEBRAH $26,415.71
MANSKE, MARLENE $28,391.83
MANSUY, JULIE $22,298.08
MANTEI, LANA $59,082.61
MARCOTTE, VANESSA $54,070.43
MARCOTTE, JANE $46,246.01
MARCOTTE, RUTH $22,793.25
MARCOTTE, JANE $3,167.42
MARCOTTE, JENNIFER $0.00
MAREK, PATRICIA $38,323.45
MARK, TAYA $569.87
MARR, BERYLE $34,020.32
MARR, TWYLA $17,263.37
MARR, RUTH $5,132.66
MARSDEN, BEATRICE $37.50
MARSH, TINA $11,880.56
MARSHAK, ESTHER $54,666.08
MARSHALL, GWENDA $65,967.39
MARSHALL, PAULINE $42,044.67
MARTENS, ISABEL $18,883.39
MARTENS, ISABEL $10,061.66
MARTIN, JANIE $24,463.23
MARTIN, MARCIA $24,349.73
MARTIN, JANELLE $23,761.43
MARTIN, DEANNA $17,708.55
MARTIN, KELLI $11,932.84
MARTIN, ALBINE $10,293.89
MARTIN, ELSIE $1,765.21
MARTIN, KELLI $52.65
MARTINDALE, PAMELA $6,657.59
MASON, KELLY $29,777.56
MASON, MARILYN $5,074.40
MASSETT, EUNICE $13,346.90
MATSALLA, DONNA $41,024.58
MATTERS, KAREN $25,495.81
MATTHEWSON, ELEANORE $25,498.73
MATTHEWSON, PATRICIA $3,845.62
MAURER, DAWN $55,856.70
MAURER, DAWN $4,251.78
MAY, PATRICIA $60,264.24
MAY, PATRICIA $283.05
MAZENC, JOCELYNE $13,945.51
MCARTHUR, DARLENE $4,717.34
MCAULEY, RICHELLE $37,150.82
MCAULEY, CINDI $28,003.70
MCAULEY, RICHELLE $3,842.59
MCAULEY, LORRIE $1,708.26
MCBAIN, JEANETTE $18,569.99
MCBAIN, ALEXANDER $11,751.48
MCCABE, TRACY $26,694.87
MCCALLUM, TRENT $60,299.72
MCCALLUM, HEIDI $0.00
MCCARTHY, JEAN $46,059.91
MCCARTHY, CAROL $4,398.20
MCCLARTY, LEILA $63,926.60
MCCLELLAND, CRYSTAL $83.57
MCCORMICK, JUDITH $59,231.59
MCDIARMID, KYLA $18,202.64
MCDONALD, ALLISON $65,452.71
MCDONALD, LINDA $26,409.91
MCDOUGALD, DIANE $16,034.04
MCDOUGALD, DIANE $9,301.02

MCEWAN, MELISSA $727.11
MCGILLICKY, TRINA..... $954.57
MCINTOSH, BETTY LOU $10,185.61
MCINTYRE, VANESSA $3,935.16
MCINTYRE, LEONA $422.09
MCISAAC, ARCHIE $2,826.14
MCKAY, MONA..... $53,418.54
MCKAY, SHERYL $3,741.79
MCKECHNIE, LORRAINE $25,538.12
MCKEE, PENELOPE $17,146.83
MCKEE, PENELOPE $15,988.59
MCKENZIE, LINDA..... $28,704.34
MCKENZIE, LIANE $28,227.38
MCKIMM, COLLEEN $2,935.01
MCKNIGHT, SHANE..... $17.37
MCLEAN, LUCAS $24,478.57
MCLELLAN, BECKY $75.92
MCLENNAN, MARGARET..... $33,353.99
MCLENNAN, MARGARET..... $2,850.54
MCLEOD, IRENE..... $61,480.15
MCLEOD, DEANNE..... $31,583.93
MCLEOD, BERTHA $19,947.20
MCLEOD, JUDITH..... $6,864.29
MCMILLAN, DIANE..... $28,684.20
MCMUNN, BRENDA..... $55,129.28
MCMURDO, BLAKE $58,818.06
MCMURTRY, JANE $67,995.04
MCNEIL, KATHERINE $33,547.48
MCNEIL, JUNE $7,024.27
MCPEEK, YVETTE $15,941.13
MCPHERSON, CAROLYNN... $15,791.75
MCRAE, BLANCHE $56,012.86
MCRAE, MARILYN $22,653.28
MCRAE, BLANCHE $242.88
MCVICAR, AUDREY..... $1,952.77
MEADOWS, RUTH $8,232.62
MEDEA, DIANNA..... $25,168.92
MEGENBIR, BONNIE $23,557.05
MEGENBIR, ROBERT $23,365.65
MEHLER, PATRICIA..... $16,062.04
MEHLER, JASON $498.14
MEREDITH, CYNTHIA..... $1,406.51
MERKEL, JOANNE..... $29,752.96
MESSER, TRACY..... $24,691.27
MESTON, MARLENE $32,527.19
MESZAROS, KRISTEN $3,725.98
MESZAROS, MICHELLE..... $1,638.91
METZLER, BETTY $53,582.35
MEYERS, DIANA..... $26,935.34
MEYERS, ART $772.17
MEYERS, TAMMY..... $564.92
MICHAELIS, HEIKE..... $9,423.40
MILDENBERGER, CHRIS $49,754.23
MILDENBERGER, AMY $2,199.79
MILLER, GLORIA $57,407.02
MILLER, JOAN $49,847.91
MILLER, MARILYN..... $29,765.55
MILLER, BERNICE..... $11,404.17
MILLER, PATRICIA $5,973.87
MILLER, JOAN $632.04
MILLIGAN, CONNIE $44,908.94
MILLS, WANDA..... $12,676.41
MILNE, ROSEMARIE $138.08
MILTON, ELIZABETH..... $26,409.95
MILTON, ANNE $2,105.95
MILTON, MORAG..... $1,278.92
MINARD, IRENE..... $40,581.88
MITCHELL, KAREN..... $14,838.96
MITCHELL, SANDRA $9,782.00
MITTEN, MICHELE..... $28,474.01
MLYNARSKI, STEPHANIE..... $53,798.21
MOFFAT, JACK..... $52,755.07
MOFFAT, LINDA $33,696.96
MOHR, MARLENE $8,556.31
MOHRBUTTER, SYLVIA..... $17,004.20
MOLDENHAUER, DAHLILA... $13,793.47
MOLNAR, DONNA $25,941.95
MOLNAR, RISA $3,060.94
MONTEYNE, MARJORIE..... $28,448.33
MONTGOMERY, JANICE..... $6,454.33
MOONEY, DERRICK..... $57,446.81
MOONEY, JOAN $389.81
MOORE, DONNA $36,740.81
MOORE, SHARON..... $12,103.62
MOORE, LORRIE..... $2,346.17
MORDEN, LAVERNE $1,863.52
MOREAU, JOANNE..... $9,881.08
MORIN, DARLENE $25,204.72
MORRICE, CINDY..... $31,572.54
MORRICE, WANDA..... $18,709.63
MORRIS, ALISON $3,505.50
MORRISSETTE, EMMA $16,317.13
MORROW, DANIEL..... $51,763.86
MORROW, CARL $32,529.97

MORROW, GEORGIA	$195.72
MORSON, COLLEEN	$8,115.18
MOSS, JENNIFER	$2,746.37
MOSS, JENNIFER	$346.53
MOSSING, SHIRLEY	$33,170.52
MOULE, MARSHA	$26,701.45
MOUNTNEY, SANDRA	$19,909.34
MOUNTNEY, LUCY	$7,831.03
MOWREY, GARY	$47,664.96
MUIR, DIANE	$15,011.63
MULHALL, SHARON	$61,512.82
MUNN, PHILA	$6,544.64
MUNN, CHRIS	$1,269.34
MUNRO, KATHLEEN	$28,801.52
MUNRO, JUDY	$1,792.56
MUNTEAN, CARYL	$0.00
MURFITT, SHEILA	$36,463.91
MURPHY, SUSAN	$6,259.34
MURRAY, JOHN	$52,827.17
MURRAY, MYRNA	$33,649.46
MURRAY, BRENDA	$21,203.08
MURRAY, SANDRA	$8,688.60
MUSCOBY, NANCY	$5,043.47
MUSSELMAN, LEANNE	$3,171.85
MUXLOW, STACY	$258.28
MYERS, JOLENE	$3,094.41
NADON, BARBARA	$30,607.91
NAGY, ADELE	$12,158.31
NAHBEXIE, ELISHA	$532.93
NAST, ROXANN	$30,718.19
NAULT, BETTY	$49,678.27
NAVIAUX, BARBARA	$53,838.99
NAYLEN, CHERRIE	$20,484.01
NEB, MARGARET	$1,931.55
NEFF, JENNIFER	$13,330.20
NEILLY, DAVID	$30,582.45
NEISZ, BERNICE	$38,457.94
NEISZNER, LINDA	$16,282.58
NELSON, MARILYN	$52,709.43
NELSON, NAOMI	$34,820.92
NELSON, LAURINDA	$4,169.20
NERGARD, KATHLEEN	$31,293.50
NESBITT, ESTHER	$61,467.78
NESS, ZELDA	$24,331.22
NEUMIER, WANDA	$21,886.81
NICHOL, JACQUELIN	$30,593.25
NICHOL, CRYSTAL	$4,767.01
NICHOLSON, NOLA	$40,574.42
NICHOLSON, TANYA	$12,933.75
NICOLAY, RHONDA	$3,825.53
NICURITY, CAROL	$31,378.69
NIELSEN, STEVEN	$32,301.55
NIELSEN, TOBI LYNN	$16,618.30
NIELSON, ELAINE	$27,793.00
NIELSON, ELAINE	$11,390.19
NIEMEGEERS, PAUL	$1.34
NIGHTINGALE, LAURIANNE	$61,828.43
NILES, GERTRUDE	$27,139.58
NISTOR, JOAN	$27,236.26
NIXON, SHIRLEY	$31,444.92
NIXON, BETTY	$25,080.20
NOYES, SHERRY	$29,979.72
NURSE, SHIRLEY	$32,501.83
OBRIGEWITSCH, PAT	$27,444.22
OBST, DEBORAH	$57,164.21
OBST, PATRICIA	$31,824.55
OCHITWA, KAREN	$71,278.61
O'DELL, VICTORIA	$31,418.99
O'DELL, DONNA	$29,636.04
OGILVIE, KARY	$2,726.55
OLFERT, LARRY	$49,726.72
OLFERT, JUDITH	$33,318.70
OLHEISER, SHANNON	$30,326.10
OLIVER, HEATHER	$31,918.03
OLIVER, JACQUELIN	$25,231.95
OLIVER, NORMAN	$5,496.95
OLLINGER, LORRAINE	$12,488.46
OLSON, LINDA	$58,296.25
OLSON, LEONARD	$34,858.43
OLSON, BRENT	$30,066.28
OLSON, JANET	$28,529.84
OLSON, CORTNEY	$28,469.61
OLSON, MARLENE	$20,700.82
OLSON, WENDY	$11,700.37
OLSON, FRANCES	$7,106.34
OLSON, GREGORY	$4,136.43
OLSON, DARREN	$2,919.93
OLVER, LORNE	$33,577.80
OLVER, RHONDA	$17,491.21
OLVER, TRAVIS	$72.77
OLVERA, DIANNE	$26,718.54
OLWENY, SHELLEY	$33,769.09
ONSTAD, DELINDA	$58,719.47
OPPER, ROSE	$24,116.56

ORTMAN, SHAUN $55,819.49
ORTMAN, WENDY $23,345.32
OWEN, LINDSAY $6,103.36
OXELGREN, ADINE $35,439.97
OXELGREN, SONIA $6,049.24
PACHIORKA, DARLENE $28,747.57
PALMER, JARI $29,101.70
PALMER, JUDITH $22,314.53
PALMER, HEATHER $2,975.72
PANTELUK, LORI $53,764.56
PARISIAN, SHELLEY $507.62
PARLEY, JANET $56,557.99
PARRY, CAE $48,967.14
PASLAWSKI, MARYANNE $20,694.13
PASLAWSKI, JOCELYN $12,634.28
PATERSON, RUSSELL $3,198.32
PATRON, GLORIA $33,895.84
PATRON, VAL $18,048.64
PATTERSON, SUSANN $24,973.53
PATTERSON, DELLA $835.15
PAUL, VERNA $29,126.00
PAUL, DAWN $15,735.17
PAUL, BEVERLY $1,454.41
PAULSEN, LOUISE $13,852.52
PAULSON, C GRANT $63,874.37
PAXMAN, JUANITA $27,757.59
PAYAK, CHRIS $1,110.04
PAYNE, CAROL $7,433.84
PEACOCK, JANET $7,136.01
PEARSON, DONNA $16,183.14
PEARSON, GINA $10,630.72
PEDDLE, THERESA $3,137.62
PEDERSEN, TARA $61.44
PEHL, MAUREEN $471.18
PENNER, BRENDA $7,424.51
PENNEY, CHERYL $32,048.27
PENNY, MURRAY $52,796.80
PERIARD, TONI $4,776.67
PERRAS, JOELLE $39,325.64
PERRY, CATHERINE $19,216.20
PERRY, LORNA $15,599.25
PERRY, RACHELLE $61.65
PETERSON, MYRNA $68,929.82
PETERSON, CAROLYN $48,306.82
PETERSON, VANCE $28,522.02
PETERSON, IONE $22,940.53
PETERSON, SHARLANE $16,966.03
PETERSON, SARAH $15,197.88
PETERSON, BARBARA $11,489.23
PETERSON, STACEY $0.00
PETHICK, TRICIA $3,739.07
PETIT, JACQUELIN $18,788.67
PETO, DEBORAH $20,807.06
PETTERSON, LYNETTE $24,037.36
PETTITT, MARK $46,940.02
PHAIR, TRACY $16,437.73
PHELPS, CYNTHIA $6,636.45
PHILLIPS, MONIKA $35,957.17
PHILLIPS, DEBORAH $24,333.46
PHILLIPS, APRIL $0.00
PICARD, ARLENE $27,908.22
PICK, PAMELA $62,685.63
PICK, KARA $4,418.74
PICKERING, VALERIE $15,449.93
PICKETT, CHERYL $22,142.49
PIERCE-COLBOW, DEANNA $37,344.69
PIERSON, KELLY $43,796.72
PILON, LAURA $31,100.28
PINGERT, RHONDA $27,132.05
PINGERT, LINDA $8,452.28
PITURA, TOMMI $21,109.67
PLASTER, LINDA $621.67
PLECKHAM, GENEVIEVE $22,138.97
PLONKA, GRACE $64,338.53
PLONKA, ALISHA $9,482.11
PLONKA, ALISHA $3,830.65
POIRIER, DEBBIE $10,294.12
POLLOCK, CATHERINE $12,096.33
PONCE, VERONICA $39,513.37
POND, MARLENE $9,508.77
POOLE, LINDA $46,916.91
POOLE, REBECCA $2,421.56
POOLE, MARILYN $1,966.46
PORTER, LANA $3,313.69
POSPISIL, NONA $16,003.03
POWELL, LORRAINE $31,681.23
POWERS, HELEN $20,772.79
PRAGNELL, MIKE $35,042.00
PRAHARENK WENNER, SHARON
$15,157.32
PRATT, JUDY $46,474.98
PRICE, MYRON $31,342.80
PROCYK, JOAN $9,747.90
PROCYK, VICKIE $836.91

PRONYSHYN, LINDA $26,144.15
PRYCE, DOREEN $386.13
PRYZNYK, SHAWN $65,492.94
PRYZNYK, GALE K $63,715.86
PURVIS, DIANA $52,039.65
PURVIS, DENISE $23,684.69
PUSKAS, VALERIE $412.95
PYETT, SHERRY $35,935.50
PYLATUIK, YVONNE $23,702.29
QUANTRILL, NICOLE $31,300.60
QUANTRILL, MAVIS $30,334.22
QUANTRILL, TWYLA $29,541.46
QUARRIE, GEORGE $8,174.10
QUENNELLE, TAMMY $41,567.12
RAAB, JUDY $32,498.49
RADCLIFFE, ANGELA $31,760.40
RADKE, JUNE $40,746.49
RAFFEY, TANYA $511.66
RAHIER, WENDY $3,675.55
RAIMBAULT, EMILIE $6,888.31
RAINVILLE, JILLIAN $31,416.09
RAIWET, SHARON $58,882.43
RAIWET, GLENDA $25,438.14
RAIWET, TANIA $12,238.77
RAJOTTE, TERRI $8,908.93
RAPITTA, CARMEN $39,322.89
RAPITTA, RANDELL $31,322.09
RAPITTA, RANDELL $8,119.82
RAPITTA, TARYN $3,346.89
RASMUSON, ROBERT $61,255.61
RATCLIFFE, RONALD $32,180.38
RATHGEBER, DARRYL $5,223.38
RATTRAY, MARGARET $22,893.88
RAY, ARLENE $6,884.66
RAYMOND, DAWN $31,896.09
REBRINSKY, DOROTHY $26,431.23
REBRINSKY, DELANEY $190.36
REDPATH, GAYLA $6,914.92
REDPATH, LARRY $3,729.20
REICH, JEAN $32,956.15
REICH, EMMA $19,091.09
REICH, DARLENE $6,363.18
REIGER, GARY $0.05
REINER, JANET $28,480.51
REISER, HELEN $27,420.58
REKKEN, SUSAN $14,785.22
RELUCIO, LORNA $30,780.47
RENWICK, KATHY $28,058.87
RESTAU, FLORIE $60,643.62
REVET, VALERIE $28,065.49
RICHARDSON, LAURA $30,118.88
RICHAUD, DOREEN $27,047.07
RICHAUD, ALLISON $2,567.70
RICHTER, MEGAN $28,249.50
RICKARD, CHARLES $131.72
RIDDELL, BRENDA $32,947.63
RIDGWAY, KRISTY $8,945.11
RIEDEL, HELEN $3,212.78
RIMMER, BRENDA $31,361.36
RINGGUTH, DEANNA $5,201.58
RITCHIE, WENDA $1,892.09
RIVARD, CHARLENE $20,792.98
ROBERTS, DANNY $27,494.55
ROBERTS, LINDA $1,878.61
ROBERTSON, AUDREY $60,379.48
ROBERTSON, ISABEL $8,266.23
ROBINS, JAY $23,530.00
ROBINS, RALPH $15,098.80
ROBINSON, BRADLEY $58,307.23
ROBINSON, JEAN $25,977.20
ROBINSON, COLLEEN $1,232.43
ROCHAT, MARK $36,596.55
ROCHE, SHERYL $29,400.11
ROCHE, EILEEN $26,278.35
RODENBUSH, DALE $85,005.90
RODINE, JOYCE $54,166.45
ROEMER, JOYCE $30,441.81
ROETTGER, DOLORES $28,116.39
ROGAL, DAROLYNN $28,504.76
ROGAL, NANCY $27,338.35
ROGAL, KARA $21,971.10
ROGERS, JOAN $28,316.77
ROGERS, APRIL $2,764.54
ROGERS, VICKI $150.47
ROKOCHY, MONA $34.32
ROKOCHY, AMANDA $2.08
ROLFS, GLORIA $27,435.31
ROLUFS, GLADYS $32,336.20
ROLUFS, DIANA $15,845.03
ROLUFS, BILLIE $966.11
ROMAN, ROBERTO $51,357.61
ROMAN, INGRI $28,165.65
ROOME, CAROL $29,140.92
ROR, LINDA $52,403.36

ROSE, DONALD	$72,160.05
ROSENGREN, SHELLEY	$45,053.92
ROSS, LINDA	$34,208.85
ROSSOW, JALYN	$21,059.08
ROSVOLD, SHERRY	$33,023.00
ROTH, JENNIFER	$3,045.14
ROTH, ELAINE	$2,305.90
ROTHWELL, TRACEY	$46,181.56
ROUSSEAU, DARLENE	$6,767.55
ROWLEY, BONNIE	$35,583.78
ROWLEY, LISA	$31,607.36
ROWLEY, KAREN	$29,302.40
ROY, BEVERLY	$59,912.31
ROY, JASON	$55,289.60
ROY, JOAN	$15,064.78
ROY, RICHARD	$2,033.25
RUBIN, REBECCA	$14,395.47
RUCKABER, LYLE	$11,584.06
RUCKS, MARLENE	$21,572.48
RUDY, MICHELLE	$32,578.17
RUDY, CHERYL	$8,842.57
RUEL, HOLLY	$7,754.36
RUMBALL, LOUISE	$14,152.83
RUNIONS, KAREN	$31,529.53
RUNIONS, DELLA	$11,636.94
RUNIONS, ERIN	$493.57
RUNIONS, DENNIS	$169.17
RUSSELL, SABRINA	$15,949.69
RUSSELL, SANDRA	$1,786.15
RUSTAD, MARION	$31,215.08
RYAN, MICHELLE	$7,208.44
RYGH, ROBERTA	$54,549.73
SABOURIN, CRYSTAL	$28,182.69
SAIP, ANGELA	$26,081.75
SAIP, NORMA	$459.79
SALISBURY, JENNIFER	$14,873.30
SALMERS, MARLENE	$51,844.48
SAMBROOK, WANDA	$25,845.51
SAMPLE, MAUREEN	$28,160.25
SANDER, COLLEEN	$33,604.47
SANDERCOCK, TIFFANY	$47,958.70
SANDGAARD, MARILYN	$54,771.31
SANDIFORD, JEANNETTE	$54,493.92
SANDSTROM, CORINNE	$53,633.82
SANGSTER, JANIS	$57,863.53
SANGSTER, TOM	$24,939.38
SANGUIN, MYRA	$3,203.00
SATRE, HELEN	$10,907.08
SAUNDERS, LESLIE	$64,679.81
SAUTER, DARLA	$33,705.14
SAUTER, SCOTT	$15,963.97
SAVILLE, DEBBIE	$6,267.43
SAWIN, LORNA	$64,262.58
SCHAD, KELLY-ANN	$23,808.32
SCHAD, TINA	$172.25
SCHAFF, JOANNE	$3,227.72
SCHAFFER, MARY ANNE	$43,193.55
SCHARNATTA, COLLEEN	$46,488.06
SCHEIRER, JENNIFER	$2,477.35
SCHIESTEL, NORMA	$25,735.58
SCHIESTEL, ARLENE	$21,574.47
SCHINDEL, SHARON	$59,600.85
SCHINDEL, HAZEL	$11,713.53
SCHLACTER, JEANNIE	$44,099.63
SCHLACTER, TONI	$1,057.06
SCHLAMP, GAIL	$952.21
SCHLENKER, MARLA	$993.06
SCHMIDT, EUGENE	$65,321.56
SCHMIDT, LAURIE	$59,278.26
SCHMIDT, JASON	$55,875.81
SCHMIDT, LENNA	$43,588.58
SCHMIDT, LAURIE	$37,583.95
SCHMIDT, FAY	$29,868.29
SCHMIDT, CINDY	$26,976.21
SCHMIDT, BETTY	$25,394.21
SCHMIDT, ROSE	$4,534.56
SCHMIDT, MELODY	$581.94
SCHMIDT, HOLLY	$575.83
SCHNEIDER, KIM	$28,683.86
SCHNELL, MARY	$26,971.08
SCHNELL, CRYSTAL	$305.94
SCHNELL, MELANIE	$112.47
SCHROEDER, SHANNON	$45,520.02
SCHUETTE, KATHIE	$26,402.57
SCHULTZ, DUANE	$85,842.14
SCHULTZ, LORRIE	$44,206.49
SCHULTZ, MARGARET	$20,609.16
SCHWEBIUS, BEATRICE	$29,052.95
SEARCY, LLOYD	$116,803.26
SEDGER, JODIE	$30,239.28
SEITZ, DARRYL	$46,236.58
SEITZ, SANDRA	$32,139.97
SELINGER, TERRY	$24,370.84
SELINGER, HANNI	$11,435.97

SELLERS, BETTY	$58,369.11
SENFT, HEATHER	$19,866.94
SETRUM, CHARMAINE	$34,348.98
SEVERSON, JANET	$5,797.30
SEYMOUR, DEANNA	$31,521.42
SEYMOUR, TANIS	$18,115.06
SHANKS, M. NAOMI	$8,365.43
SHAUF, BRENDA	$24,394.66
SHAVER, NORMA	$63,035.61
SHAW, ROBERT	$29,694.72
SHAW, ELAINE	$27,508.16
SHAW, MYRNA	$17,646.61
SHAW, THOMAS	$13,992.00
SHEANE, KENNETH	$13,861.59
SHELLY, JENNIFER	$430.71
SHELSTAD, CAROL	$48,786.52
SHELSTAD, CAROL	$1,325.33
SHERROW, HEATHER	$12,982.11
SHEWCHUK, SUSANNE	$20,891.52
SHIELS, LAURIE	$33,939.74
SHIRE, MARGERY	$29,577.77
SHOEMAKER, JANE	$78,593.29
SHOEMAKER, JANE	$885.61
SHOEMAKER, LESLEY	$144.43
SIDLOSKI, LAURICE	$59,639.12
SIGDA, SHONTELL	$1,270.85
SILVERSIDES, RUBY	$21,461.39
SILVERSIDES, ANNE	$1,717.59
SIMMONS, ANITTA	$26,699.89
SIMMONS, ANITTA	$94.72
SIMPSON, FAYE	$28,729.95
SIMPSON, MARY	$28,372.92
SINCLAIR, LOIS	$12,520.92
SINGLETON, CARRIE	$19,881.51
SJARE, MIKE	$63,715.84
SJODIN, RONDEE	$31,921.89
SJOSTRAND, JANICE	$59,251.03
SKIBA, BRENDA	$21,822.99
SKIHAR, CRAIG	$51.47
SKJONSBY, KENNETH	$30,168.47
SKOCZYLAS, GREG	$31,408.62
SKOGBERG, DEBORAH	$12,388.33
SLOAN, KAROL	$27,818.38
SLYKHUIS, CHRISTENA	$14,386.84
SMITH, SANDRA	$50,508.51
SMITH, SHERRI	$40,492.09
SMITH, JUDY	$32,134.31
SMITH, LAURA	$28,525.77
SMITH, GLENDA	$26,181.80
SMITH, LINDA	$19,916.78
SMITH, JUDY	$3,773.99
SMYTH, SHANNON	$5,996.95
SNELL, LORI	$30,181.57
SNELL, SHANNON	$25,219.37
SNELLING, JOY	$12,088.70
SNELLING, CHRIS	$1,392.09
SNIDER, MARCIA	$30,948.65
SNIDER, ANITA	$20,761.04
SOBB, Y CHANTEL	$30,257.72
SOLOMAN, DENISE	$21,100.93
SORENSEN, JUNE	$57,443.62
SORENSON, DEBORAH	$31,153.86
SOROKA, PHYLLIS	$20,014.99
SOROKA, JOANNE	$13,003.94
SOUTHER, MICHAEL	$561.07
SOVDI, KATHLEEN	$23,563.01
SOVDI, COLLEEN	$15,164.93
SPENCER, LEE	$136,670.33
SPENCER, DIANNE	$23,288.01
SPRAGUE, VICKI	$20,258.09
SPRECKEN, JASON	$34,256.71
SPROAT, DANA	$23,394.74
SPROAT, PATRICIA	$16,339.78
SQUIRE, DUANE	$32,440.54
ST ONGE, M MERLE	$28,685.76
STADLER, EMILY	$33,285.81
STADLER, JANET	$28,044.73
STAIRMAND, CINDY	$31,489.78
STAMM, CHARLOTTE	$13,201.22
STANDINGREADY, BRENDA	$47.28
STANLEY, BETTY	$5,541.66
STAPLE, LANA	$15,128.20
STAPLE, LINDA	$3,824.57
STEELE, KATHLEEN	$61,165.87
STEELE, HEATHER	$12,457.44
STEER, LORRAINE	$7,852.28
STEEVES, EVA	$24,420.46
STEIN, BRENDA	$60,759.60
STEININGER, TERRY	$78,875.64
STEININGER, LIVIA	$41,428.67
STENDER, MARIA	$29,818.49
STENDER, LILA	$18,404.83
STEPHANSON, LINDA	$23,685.93
STEPHANY, GENE	$70,922.41

STEPHANY, DANIELLE $4,941.73
STEPHENSON, ROBERTA $30,396.08
STEPHENSON, CRYSTAL $14,739.80
STEPP, LYNNETTE $28,417.05
STERLING, CLAUDIA $25,848.54
STEVENS, PENNY $6,099.71
STEVENSON, DEBORAH $23,912.23
STEWART, JUDITH $46,861.10
STEWART, NICOLE $1,289.29
STINSON, MARJORIE $24,562.79
STINSON, TRICIA $863.57
STINSON, CHARLENE $242.12
STOBART, CARA $2,710.28
STOCKHAM, DAVID $80,552.98
STOCKHAM, DAVID $2,662.32
STORLIE, KELLY $4,210.52
STOVIN, ARLEEN $35,677.58
STRAWFORD, MARGARET ... $28,903.25
STRELIEFF, HELEN $42,725.83
STRICKLAND, JILL $28,262.05
STROBL, ESTELLA $5,191.07
STROBL, RICHARD $355.40
STROEDER, TERESA $52,867.04
STRONGE, WENDY $31,994.09
STROTHER STEWART, GEORGIA $30,913.63
STROTHER-STEWART, GEORGIA $9,380.19
STROUD, ANGELA $6,739.00
STRUBLE, ANNAMARIE $22,395.78
STRUTT, BONNIE $89.25
STRUTYNSKI, VICKI $10,077.61
STYLES, NANCY $52,803.29
SUTTER, SHARI $9,255.91
SVEDAHL, SHARON $797.44
SWANSON, DARLENE $8,128.07
SWANSON, MEREDITH $1,658.68
SWANSON, PAULA $525.58
SWEETING, BEVERLY $5,402.14
SWENSON, JAELYNN $1,193.08
SWERTZ, STELLA $60,743.60
SWICK, IRENE $22,037.35
SWIEGERS, RIAAN $5,230.35
SYMES, MARY $16,800.00
SZABO, CRYSTAL $28,388.38
SZAKACS, SHEILA $41,321.08
SZEPONSKI, ANGELA $6,368.11
TAILLON, LORETTA $29,426.50
TAYLOR, KELLY $53,886.37
TAYLOR, KAREN $33,674.87
TAYLOR, DORIS $31,601.17
TAYLOR, EVELYN $21,875.26
TAYLOR, GWEN $11,843.01
TAYLOR, KELLY $2,838.90
TAYLOR, KELLY $1,398.00
TAYLOR, PAMELA $257.77
TAYLOR, KELLY $0.00
TEDFORD, GARRY $45,995.76
TEMPLETON, IAN $25,405.88
TENDLER, ELAINE $23,434.85
TENDLER, VALERIE $3,373.03
TERNES, JANET $33,564.61
TERNEY, BETTY $14,774.07
TERRY, WENDY $13,460.33
TESLIA, BEVERLY $29,619.59
TESSIER, DARLENE $31,450.59
THERA, SHIRLEY $52,943.94
THERRIEN, SIMONNE $9,898.75
THIELE, JOYCE $65,039.27
THIESSEN, MARY $23,687.87
THIEVIN, NICOLE $434.07
THOMAS, CAROL $31,864.28
THOMAS, HARMIENA $15,721.80
THOMAS, ANDREW $1,207.16
THOMAS, TANIS $0.00
THOMAS-SIMPSON, LYNDA . $31,596.92
THOMPSON, DEBORAH $63,134.69
THOMPSON, DALE $33,577.35
THOMPSON, SHIRLEY $32,042.83
THOMPSON, JOAN $29,172.41
THOMPSON, JEANNETTE $28,010.62
THOMPSON, RICHARD $21,389.75
THOMPSON, JEANNETTE $18,870.18
THOMPSON, RICK $6,326.72
THOMPSON, JUNE $5,752.73
THOMSON, SCOTT $66,672.84
THORING, TERRI $20,868.19
THORSON, MARY $4,696.65
THUE, RUTH $30,757.48
THUE, LORETTE $23,211.93
THUE, SHEILA $19,046.07
THUE, MELODY $5,271.13
THUEN, DEBORAH $62,130.78
THURLOW, SHANNON $10,279.63

THURLOW, SHANNON $5,577.95
TIFFEN, MONIQUE $45,265.32
TIFFEN, MONIQUE $100.00
TIPPING CHERNOFF, SHERYL.. $767.74
TISDALE, JEAN $60,219.68
TOCHER, WENDY $49,878.02
TOLLEFSON, TIFFANY $39,970.05
TOLLEFSON, DEBRAH $32,822.56
TOLLEFSON, ROBERTA $12,081.91
TOLLEFSON, LINDA $8,079.80
TONER, SHARON $1,102.65
TONN, TANYA $2,906.22
TOOLEY, JAMIE $5,785.35
TOOTH, GERALDINE $19,119.61
TORGUNRUD, SUSAN $20,502.95
TORGUNRUD, SUSAN $18,604.70
TOTH, SHAUNA $55,839.51
TOTH, SHELLEY $28,356.90
TOTH, SHAUNA $315.22
TOUPIN, RITA $3,536.67
TOURAND, DENISE $20,784.96
TRACHSEL, LINDA $11,940.41
TRAFIAK, CONNIE $27,673.58
TREBICK, CORINNE $61,942.28
TREBLE, ORLEY $37,990.83
TRELEAVEN, CAROL LEE $33,390.26
TREMBLAY, LARAINE $69,894.20
TREW, LORRAINE $38,962.03
TREW, DARLA $11,219.60
TRIMBLE, LORNA $32,229.24
TRIPP, DARLENE $23,304.79
TRIPP, KENDRA $13,822.92
TROBERT, LORRAINE $30,025.84
TROENDLE, AUDREY $23,525.49
TROENDLE, CHERYLE $5,410.68
TRUMAN, STACY $6,504.10
TUFFNELL, FRANCES $31,427.52
TURNER, BRENDA $31,865.96
TURNER, MARYANNE $31,675.91
TURNER, EARLA $23,244.27
TURNER, SANDRA $17,629.60
TURTON, MARIE $57,387.08
TURTON, WENDY $27,790.83
ULMER, THERESA $18,879.31
UNDERWOOD, ANNMARIE ... $20,663.68
UNDERWOOD, PATTI $201.17
UNRAU, SANDRA $31,790.24
UNRAU, GARTH $3,348.40
UNTERREINER, MADONNA.. $33,851.26
UNTERREINER, ROBERT $27,735.77
URBAN, JENNET $31,633.76
USTUPSKI, MARLENE $19,703.97
VALENTINE, TERESA $36,202.39
VALENTINE, DIANNA $33,045.06
VALENTINE, CATHERINE $28,302.18
VAN DAMME, JENNIFER $193.76
VAN DE SYPE, DALE $1.66
VAN ROON, JENNIFER $4,088.41
VAN RYBROEK, EMILY $2,053.87
VAN SICKLE, AMY $37.74
VAN WINKOOP, BERYL $57,820.47
VANCUREN, JANNA $16,343.65
VANDALE, VICKI $29,798.36
VANDALE, EDITH $28,199.15
VANIN, ADELINE $12,056.95
VANSTAVEREN, CANDICE ... $16,556.57
VANSTONE, JEWELL $32,377.14
VASS, LORETTA $4.42
VENNARD, MAUREEN $23,292.05
VEROBA, SHELLY $34,077.33
VEROBA, JANET $19,689.92
VETTRAINO, PASQUALE $26,421.12
VEYSEY, CAROL $6,775.91
VEYSEY, DORA $2,903.99
VICARY, KAREN $34,183.27
VICK, JOCELYNE $30,988.67
VIENNEAU, TAMMY $6,053.61
VIERGUTZ, SUSAN $58,457.31
VILCU, DIANNE $22,344.22
VINCENT, SHERI $16,983.03
VINCK, GLORIA $35,199.58
VOGEL, JEANNE $32,429.04
WAGNER, JANICE $39,093.55
WAGNER, C WENDY $29,666.64
WAGNER, BONITA $6,098.75
WAKEFIELD, LOREEN $21,677.46
WAKEFIELD, ALANNA $3,224.07
WALKEDEN, ERIN $3,349.77
WALKER, LORRETTA $7,798.06
WALL, RHONDA $56,667.89
WALLACE, DEBORAH $29,635.66
WALLIN, JOYCE $30,717.70
WALLIN, LOUISE $28,225.91
WALLIN, LEANNA $26,491.16

WALMSLEY-KAMBEIT, FRANCES $10,739.85
WALTER, CHRIS $9,736.68
WALTER, BRENDA $6,458.96
WANNER, ELVA $30,884.65
WANNER, SHELLEY $19,483.19
WARD, COREEN $71,813.50
WARD, KARI $28,016.69
WARNER JOHANSON, SHEILA $48,134.59
WARNER JOHANSON, SHEILA $0.00
WARREN, NANCY $59,709.25
WARRINER, CHARLENE $31,444.80
WATLING, JOSEPHINE $57,933.19
WATSON, ROD $59,612.99
WATSON, CAROL $28,638.48
WATTS, L. GEORGE $25,433.84
WEATHERALD, SHIRLEY $34,350.86
WEATHERALD, CARLA $7,312.06
WEBER, TAMMY $29,891.11
WEBER, FRED $9,235.38
WEILER, ANN $68,281.22
WEIMER, KATHY $20,501.73
WEIR, PAMELA $29,288.67
WEISGERBER, SHARILYNN . $10,573.21
WEISS, AMMIE $4,637.17
WERBOWESKY, MARLENE $838.95
WEST, LYNDA $13,656.38
WESTLING, KAREN $29,789.29
WESTLING, ERIN $28,226.63
WESTMAN, TANYA $17,002.34
WESTMAN, TWYLA $8,409.58
WHEELER, SHIRLEY $51,648.21
WHEELER, JAN $23,094.72
WHEELER, GERRY $12,571.34
WHELER, BARBARA $31,470.40
WHELER, MARCIE $22,255.95
WHITE, PAULINE $791.70
WIBERG, SOLANGE $32,217.33
WIDDIFIELD, LAURA $29,453.18
WIDGER, JOHN $9,357.14
WIELGOZ, JONI $1,342.80
WIGGINS-ELLIOT, RAELENE $32,604.20
WILBRAHAM, SHERRY $26,580.41
WILCOTT, RUTH $9,568.05
WILES, LINDA $59,556.68
WILHELM, PATTY $14,968.00
WILLIAMS, DIANE $26,289.62
WILLIAMS, KAREN $8,589.32
WILLIAMSON, JOEL $59,400.46
WILLIS, RUTH $563.52
WILLS, TODD $0.03
WILSON, LINDA $71,209.42
WILSON, TANNIS $66,245.07
WILSON, DIANNE $37,400.61
WILSON, MARILYN $23,154.71
WILSON, JOAN $16,977.89
WILSON, JESSI $6,017.61
WILSON, GARRY $1,184.35
WILTON, KELLY $20,418.84
WILVERS, LORRAINE $29,286.67
WINTER, BEVERLY $25,880.35
WINTER, ELAINE $4,111.87
WINTERS, JOANNE $31,938.41
WINTERS, STEPHEN $1,774.09
WINTERS, LORETTA $0.00
WOCK, LISA $11,164.39
WOLFE, DONNA $51,429.88
WOOD, TAMMIE $28,842.37
WOOD, LAURA $23,855.55
WOODHOUSE, KAREN $6,045.10
WOTTA, JOHN $10,973.13
WOYTKIW, DENISE $861.68
WRIGHT, BERNADETT $62,201.67
WYATT, LEANNE $29,528.64
WYATT, LEANNE $1,744.98
WYNNYCHUK, MAUREEN $39,810.40
WYSMINITY, LINDA $67,709.89
YAGANISKI, LORETTA $37,065.85
YANISH, SHANNON $8,613.60
YATES, MARJORIE $34,620.35
YATES, PAULA $34,333.64
YEIK, CAROLE $35,776.47
YOUNG, ARROL $64,615.00
YOUNG, CHENOA $16,092.00
YOUNG, DEANNA $9,739.67
YUNICK, GAIL $27,981.14
ZABOLOTNEY, KIMBERLEY . $26,218.68
ZAMBORY, TRACY $59,285.90
ZAMBORY, RICHARD $2,966.78
ZANDEE, DORIS $11,279.99
ZANDER, CHERYL $15,726.99
ZECHEL, CINDY $16,903.61
ZEPICK, CRYSTAL $3,849.63

ZERIE, LINDA.....$19,654.85
ZIEFFLIE, LYNNE.....$464.80
ZIMMERMAN, SHIRLEY.....$37,228.01
ZYLA, MINDY.....$850.83

Sun Country Regional Health Authority
Payee List over $2,500
Year Ended March 31, 2004

A1 STUCCO AND MASONARY	$7,490.00
ABBOTT LABORATORIES-VANCOUVER	$122,607.60
ABLECARE SERVICES INC	$68,075.00
ACCESS COMMUNICATIONS	$24,349.92
ACKLANDS - GRAINGER INC.	$18,304.47
ADAMS SOUNDTRONICS LTD	$8,526.57
ADCOM INC	$31,582.37
ADVANCED ELECTRONIC SOLUTIONS LTD.	$47,695.25
ADVANCED RESPONSE VEHICLES INC.	$19,670.37
AHLIJAH, DR. W.K.	$19,984.88
AIM ELECTRIC LTD.	$3,590.24
AJK TRUE VALUE	$4,179.32
ALADDIN TEMP-RITE CANADA, INC.	$42,339.81
ALEXANDER, CHERYL	$4,000.00
ALL SEASON RENTALS & SALES	$21,522.52
ALLMAR DISTRIBUTORS LTD	$2,983.66
ALL-SASK COFFEE SERVICE	$15,711.73
ALSASK FIRE EQUIPMENT LTD	$19,829.36
ALSORT STORE FIXTURES & INTERIORS	$3,376.77
AMERSHAM HEALTH INC.	$4,210.83
AMTRAK COMMUNICATIONS LTD.	$2,514.60
ARCOLA FOOD TOWN	$5,998.08
ARJO CANADA INC.	$67,180.37
ARTHUR, MR. ALAN J.	$6,919.04
ASL PAVING LTD.	$3,044.15
ASPENLIEDER, KAREN	$12,396.76
B & D MEATS	$90,742.70
B & L COMMUNICATIONS-ESTEVAN	$12,622.90
BALFOUR DRUGS	$5,877.79
BANERJEE SOME. N.	$318,614.09
BARBER MOTORS (1963) LTD	$15,753.83
BARD CANADA INC	$9,517.93
BAUCHE, MS. SHARON R.	$10,431.54
BAYER INC.	$24,796.21
BECKMAN COULTER CANADA INC.	$40,573.82
BEDECS READY MIX LTD.	$3,476.39
BEEFEATER MOTOR INN	$5,621.72
BENGOUGH CO-OPERATIVE LTD.	$8,758.29
BENGOUGH LUCKY DOLLAR	$3,775.39
BHM MEDICAL INC.	$7,455.49
BIEBERDORF, MS. NATALIE	$5,440.35
BIOMERIEUX CANADA INC	$79,512.93
BIOPACIFIC DIAGNOSTIC INC	$4,988.62
BIO-RAD LABORATORIES (CANADA)	$4,494.55
BORDER BANNATYNE INSURANCE	$5,358.00
BORDERLINE GRAVEL LTD	$2,738.78

BOUNDARY MOTORS LTD.	$2,618.64
BOW MANOR MOTOR HOTEL	$14,376.00
BRIAN COWAN SERVICES	$30,096.00
BRUNSWICK FILING SYSTEMS INC	$3,772.12
BUCKWOLD-WESTERN	$4,050.26
BUNZL DISTRIBUTION	$74,354.11
BUTLER - JONES, DR. DAVID	$10,886.21
C.C. CRAIG CO. LTD.	$11,915.49
C.I.P.H.I. SASK. BRANCH	$3,455.00
CADD:FM MANAGEMENT SERV. LTD	$43,746.17
CALGARY HERALD	$3,182.22
CANADIAN COUNCIL ON HEALTH SERV. ACCRED.	$10,954.98
CANADIAN MENTAL HEALTH ASSOC.-REGINA	$93,255.80
CANADIAN UNION OF PUBLIC EMPLOYEES LOCAL 5999	$553,360.72
CANADIAN WASTE SERVICES	$5,869.94
CARDON REHABILITATION PRODUCTS	$14,603.02
CARLYLE BAKERY	$3,476.16
CARLYLE IGA	$14,745.41
CARLYLE OBSERVER	$3,978.19
CARRIER SALES & DISTRIBUTIONS, LLC	$20,418.09
CARSEN GROUP INC	$86,915.79
CASCADE WEAR LTD.	$4,913.02
CEG ENERGY OPTIONS INC	$422,520.83
CENTENNIAL FOODS REGINA	$22,255.12
CHAPMANS FINE FOODS	$6,485.32
CHATTERSON JANITORIAL SUPPLIES	$3,053.25
CHEMICAL INTERNATIONAL	$5,176.09
CHOICE OFFICE PRODUCTS (1995)	$2,954.61
CITY OF ESTEVAN	$27,574.70
CITY OF WEYBURN	$109,387.03
CJ'S COFFEE SERVICE INC.	$3,395.52
COLLEGE OF PHYSICIANS & SURGEON	$2,697.55
COMPLETE PURCHASING SERV. INC	$3,177.93
CONTINUING NURSING EDUCATION	$3,255.00
CORKISH, SHIRLEY	$7,101.22
CORONACH CO-OPERATIVE ASSOC	$14,452.96
CPDN	$59,786.35
CRANE SUPPLY	$84,484.63
CREDIT UNION - MASTER CARD	$238,370.88
CRESTLINE COACH LTD.	$23,541.58
CROWN ADVERTISING	$6,754.40
CUMMINS MID-CANADA LTD	$8,165.19
CYPRESS SALES PARTNERSHIP	$18,948.89
D.J. Orthopedics Inc	$5,248.48
DAIRYWORLD FOODS	$56,330.86
DANKA CANADA INC. - BRAMPTON	$29,270.05
DARINGER TRANSPORT LTD.	$7,982.49

DASH, MS. RITA	$14,308.50
DATA BUSINESS FORMS	$5,400.19
DATEX - OHMEDA	$5,889.01
DAVIES ELECTRIC LTD.	$10,047.40
DAVIS MEATS	$4,175.91
DEEP SOUTH PERSONAL CARE HOME	$6,140.04
DEMBY TRAILER LTD.	$4,294.00
DENSON COMMERCIAL FOOD EQPT. INC	$12,413.32
DHL EXPRESS (CANADA), LTD.	$4,503.92
DICKIE, CAROL	$4,400.96
DICTAPHONE	$7,016.01
DOMINION CONSTRUCTION COMPANY INC.	$12,263,193.55
DOVER CORPORATION	$3,749.18
DUNCAN, DR. DAVID	$24,145.66
DURACO WINDOW INDUSTRIES (SK)LT	$37,778.16
EASY CARE LIVING CENTRE	$8,237.38
EBSCO CANADA LTD.	$3,153.06
ECOL LASER SERVICES	$4,800.13
ECOLAB	$35,731.19
EDCO PLUMBING & HEATING	$59,960.00
EDEN REGION XVII	$5,114.60
EECOL ELECTRIC LTD.- ESTEVAN	$39,083.90
EMERALD INDUSTRIES	$3,411.63
ERICKSON, BERYL	$3,417.20
ESTEVAN CO-OPERATIVE LTD	$5,228.45
ESTEVAN HOME HARDWARE	$2,830.62
ESTEVAN MEDICAL CLINIC	$1,775,273.78
ESTEVAN MERCURY	$3,850.61
ESTEVAN MOTORS LTD.	$3,465.41
ESTEVAN SCHOOL DIVISION	$10,675.00
ESTEVAN TROPHY & ENGRAVING SHOP	$2,605.62
EUROPEAN FOOTCARE SUPPLY	$5,117.28
FACULTY OF ADMINISTRATION	$7,000.00
FILLMORE AMBULANCE	$61,183.22
FILLMORE FAMILY FOODS	$10,921.01
FILTRATION GROUP CANADA CORP.	$7,354.61
FISHER SCIENTIFIC LIMITED	$17,726.44
FLETCHER, PAMELA	$14,807.54
FONG, DR. PHILIP	$161,460.62
FREDERICK, BRENDA	$25,029.00
FREEDOM MEDICAL INC	$2,645.82
FRITO-LAY CANADA	$2,699.13
FUTURE COMMUNICATIONS	$6,353.99
FUTUREMED HLTH CARE PROD.INC.	$26,037.07
G.S. MANUFACTURING	$16,050.00
GAINSBOROUGH FINE FOODS	$8,270.47
Gainsborough Union Hospital	$55,155.40

GALLOWAY, MS. MARGUERITE	$4,003.63
GE CANADA	$16,578.23
GE CAPITAL	$8,612.67
GENERAL ELECTRIC CANADA INC.	$43,490.31
GENERAL PAINT	$8,174.69
GERRY'S STORE	$11,040.27
GETINGE CASTLE CANADA	$28,586.60
GIRARD BULK SERVICES - OXBOW	$3,861.14
GOODWILL BAKERY "87"	$4,250.45
GORDIE'S CONTRUCTION	$7,160.19
GORDON HULBERT CONSTRUCTION	$15,318.12
GRAND & TOY OFFICE PRODUCTS	$82,509.44
GREAT PLAINS FORD SALES LTD.	$42,457.63
GREAT WEST LIFE - RRSP ADMIN.	$41,567.50
GREAT WEST LIFE -GRP LIFE	$228,114.85
GREAT WEST LIFE-GROUP EAP	$97,416.79
H.V.A.C. SALES (1997) LTD..	$4,062.35
HEALTH SCIENCES ASSOC. OF SASK.	$50,006.74
HEALTHMETRX CANADA INC.	$10,670.40
HELMER	$20,297.72
HENRY FOOD'S LTD.	$3,827.67
HERBERHOLZ, KARLY	$2,613.15
HERNANDO, DR. L.	$40,000.00
HEWITT, OWEN	$2,800.00
HILL-ROM CANADA LTD.	$55,014.07
HILTI (CANADA) LIMITED	$4,004.49
HIPPERSON CONSTRUCTION COMPANY (1996) LTD.	$280,600.93
HOBART FOOD EQUIPMENT GROUP CAN	$4,768.47
HOFF MOTORS	$4,921.67
HONEYWELL LIMITED	$22,793.03
IKON CAPITAL	$30,405.56
IKON OFFICE SOLUTIONS	$14,988.70
INDEPENDENT LIVING INC.	$4,734.20
INDIAN & NORTHERN AFFAIRS	$4,245.54
INDUSTRIAL ELECTRIC LTD	$3,000.00
INGRAM'S	$5,320.68
INNOMED CHRISTIE GROUP LTD.	$3,645.26
INNOVA ENVELOPE INC.	$2,869.84
INSIGHT CANADA INC.	$92,017.98
INSTITUTIONAL FOOD SUPPLY LTD.	$21,124.82
INTERACTIVE BUSINESS SYSTEMS INC.	$5,615.52
INTRIQUIP INSTRUMENTS	$26,651.39
IRELAND, ERIN	$4,000.00
J.B. MEDICAL	$68,250.21
J.R. FUELS	$3,102.98
JAY'S MOVING AND STORAGE LTD.	$47,202.21
JERRY MAINIL LIMITED	$2,985.04

JICC HOLDINGS LTD	$3,745.71
JOHNSON & JOHNSON MEDICAL PROD.	$232,268.21
JOHNSON CONTROLS	$105,841.26
JOHNSON CONTROLS SYSTEMS PRODUCTS	$3,135.10
JOHNSON DIVERSY CANADA INC	$16,170.38
JOHNSON, TRACEY	$5,900.00
KALYNKA, EILEEN	$5,406.00
KANE, CLARA	$6,456.86
KCI MEDICAL CANADA INC	$29,911.10
KEIR SURGICAL LTD	$6,386.20
KEMSOL PRODUCTS LTD.	$50,844.39
KERR, DAVE	$5,621.39
KICKLEY, MR. EARL	$26,343.94
KIPLING CO-OP	$16,631.09
KIPLING HOME HARDWARE	$3,927.08
KOSZMAN, MR.MAURICE W.	$7,143.74
LAMPMAN MEAT MARKET	$5,089.41
LANCASHIRE DISTRIBUTION	$14,995.90
LAWRENZ, DOROTHY	$2,800.00
LAWSON PRODUCTS INC. (CANADA)	$2,936.53
LEADER POST	$5,789.50
LEGGETT STORES INC.	$13,294.74
LENFERNA ,DR. PA	$23,525.10
LEX TEC INC.	$4,883.70
LIFELINE SYS. CANADA	$4,534.66
LIFESCAN CANADA LTD.	$4,268.61
LML ENGINEERING LTD.	$8,591.94
LONDON LIFE	$46,591.50
LOST CHILD TOWING	$9,530.76
MAGIC WHITE JANITORS' WAREHOUSE	$42,067.53
MAJOR MEDICAL	$12,592.83
MANREX LIMITED	$28,256.99
MARSH CANADA LIMITED	$166,835.00
MARYFIELD COMMUNITY NON PROFIT	$12,600.00
MATHEW & CO. LIMITED	$13,906.19
MCCOY'S DRUGS	$18,628.41
MCCURRY, TERRYANN	$13,822.32
RECEIVER GENERAL - COURT OF QUEEN'S BENCH	$3,682.62
THE BORDERLINE HOUSING CO. (1975)INC	$1,126,601.79
THE CLEMMER GROUP INC.	$16,451.42